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Atlantic Showdown

It is being asked why Secretary of State Alexander Haig has invested so much of his time and the country's prestige in trying to help keep Argentina and Britain from coming to blows. The answer no doubt is that he had hoped to wrap up his mediation sooner, but the thing got stuck and he felt he had to stay with it a bit longer. That may lie further embarrassment. But that way also may lie a break in the case.

The military situation does not seem propitious for either side. The British can dish out some impressive damage at sea, by most estimates, but the Argentines should still be able to cling to the islands that they seized two weeks ago. The risk is that, deprived of the blue water that now separates their fleets, they will keep going at each other just because they are there.

The Security Council has demanded a cessation of hostilities — mostly an inhibition on the British since Argentina, being in possession of the islands, has no reason to open fire. But the British could contend Argentina had ignored the council's first demand, for Argentine withdrawal.

There are other nonmilitary pressures bearing on the two sides, especially on the Argentines. Buenos Aires, with weak reserves, needs every penny of its export earnings and its borrowings, and then some, to finance necessary imports and to keep up payments on its immense debts. The British have frozen Argentine assets, cut off trade and credit, and induced their European partners and Canada to bar Argentine imports. In return, Argentina has frozen British assets and suspended payments on its London debts. Britain's reputation as a safe financial haven has thus already been shaken.

But Argentina appears to be much more vulnerable. If there are prudent people in the junta in Buenos Aires, they should be looking a month or two ahead, beyond the drama of the fleets, at the possible collapse of the economy and — if that actually happens — at the sure collapse of their own leadership. From a cheap triumph gained by illegitimate arms, they would have moved to political disaster. The way to avert it is to enable the Haig mission to succeed.

THE WASHINGTON POST.

How to Tax Energy

It now seems clear: Any deal between Congress and the president to cut the 1983 deficit will include an energy tax. That is certainly welcome news. It would both ease the United States' fiscal pains and reduce dependence on foreign energy imports. What is not welcome is the lack of an open discussion of the form the tax will take.

The Reagan administration is reportedly leaning toward a fee on imported oil. But the fee has serious drawbacks. Sen. Howard Baker's preference, a broad-based tax on fuels, would spread the burden more fairly and ruffle fewer diplomatic feathers. The simplest energy tax is an oil import fee. It could generate much revenue and would require no new legislation: the president would impose a fee by executive order. A \$5-a-barrel tax would yield about \$9 billion at the port. The price of domestic oil would go up by a like amount so severance, corporate profit and personal income tax collections would also go up. How much revenue would result is uncertain: rough calculations put the figure between \$8 billion and \$12 billion.

But simplest does not mean best. For one thing, a fee would anger the nations that export oil, which see a selective tax on imports as economic warfare. Pleasing the oil exporters is surely not the highest goal of American policy. But neither is offending friendly

countries like Mexico and Nigeria when the offense can be easily avoided.

More important, an import fee would hit some consumers much harder than others, notably people in the Northeast who heat their homes with oil. Those who heat with natural gas would escape much of the burden. Then, too, an import fee would create a new windfall for domestic oil producers: At least a fourth of any price increase would end up as after-tax profit.

An attractive alternative to the oil import fee would be taxes on all oil and natural gas, set neutrally to match the relative energy or British thermal unit content of the two fuels. A barrel of oil contains about six times as much energy as 1,000 cubic feet of natural gas. Thus a \$6 oil tax would mesh with a \$1 levy on natural gas.

That particular combination could yield as much as \$50 billion a year in revenues, more than either the administration or the congressional leadership is likely to ask for. But the tax rate could, of course, be scaled down to meet more modest objectives. The crucial point is to design an energy tax package that spreads the burden as broadly as possible and creates no unnecessary friction.

By these tests, the Btu tax is a winner.

THE NEW YORK TIMES.

On Stockpiling Minerals

The United States needs a national minerals policy, but not the one released by the White House recently. That policy — a blunderbuss supply-side approach of all-out mining and stockpiling — will be ineffective and expensive. A better approach is available.

There are some national security interests at stake. The United States should meet its stockpile goals for a small number of strategic minerals for which it has little or no domestic supply, no available or foreseeable substitutes and unreliable foreign suppliers. Chromium, titanium (the Soviet Union is its largest supplier) and platinum are examples. But that is a far cry from the indiscriminate stockpiling of the dozens of minerals and materials the new plan calls for. A better policy would call for a tough reappraisal of the 30-year-old rationale for a national defense stockpile, with a view to separating the few materials for which there is a strategic need from the many that are stockpiled largely to support declining minerals prices.

The idea that a minerals shortage has been created by a vast "lockup" of mineral resources on federal lands has no basis in fact. Most public lands are already open to mineral development, far more than are being explored or developed. Wilderness and wilderness study areas together amount to about 3 percent of the country, and most wilderness boundaries were drawn specifically to exclude promising mineral reserves. The new policy, which was drafted by the Cabinet

Council on Natural Resources and Environment chaired by Interior Secretary Watt, appears to be aimed mostly at providing support for Mr. Watt's controversial open-the-wilderness plan. It may do that, but it is no solution to a minerals shortage. For the most part, easily extractable mineral reserves have been used up, not locked up.

A successful minerals policy would involve a heavy investment in research and development of new substitute materials for minerals and in recycling technologies and programs. New compounds — plastics, ceramics, carbon fiber composites and others — made of materials of which there is a limitless supply, can substitute for many minerals. And there are all kinds of unexploited opportunities for recycling that have the double benefit of removing poisonous heavy metals from air, water and waste dumps.

The administration prefers to rely on the direct but short-sighted approach. Last year, the president ordered a large foreign purchase of bauxite for aluminum. Meanwhile, funds were cut back for a modest research program to make aluminum from other deposits of which the United States has a huge supply. Even a massive substitutes and recycling research effort — that would be bound to have commercial payoffs — would cost a fraction of the \$12.5 billion the administration wants for a stockpile that can do nothing but sit there. It does not make sense.

THE WASHINGTON POST.

Other Opinion**Battlefield Nuclear Weapons**

NATO's strategy of relying on so-called battlefield nuclear weapons as a cheap substitute for men has been dubious ever since the Russians achieved nuclear parity, and positively dangerous since they started to bring in new generations of theater nuclear weapons. The strategy carries twin dangers. On the one hand there is the danger that in any conflict NATO would have to leap too

quickly into nuclear war to avert conventional defeat. On the other hand there is the danger that fear of nuclear war becoming uncontrollable would prevent or delay the use of nuclear weapons and would thereby make defeat certain.

The only answer is to abolish battlefield nuclear weapons and develop the ability to fight a longer conventional war.

— From The Times (London).

April 19: From Our Pages of 75 and 50 Years Ago**1907: The British Budget**

LONDON — The British budget is the chief topic of the editorials today. The Tribune remarks: "Too much credit cannot be accorded Mr. Asquith, for his successful efforts to reduce the national debt. The fact that for 1906-7 and 1907-8 the reduction of the capital liabilities of the nation will not be less than £23 million affords eloquent testimony of the sagacity that has characterized his chancellorship." The Daily Mail says: "Mr. Asquith invites the nation to rejoice in an unprecedented national prosperity, despite the recent strain of war, the enormous waste on armaments, the severity of foreign competition in the world's trade markets and the spreading of poverty at the basis of society."

1932: World Trade Down

PARIS — Today's editorial in the Herald reads: "The total international trade of 1931, according to an estimate of the British Board of Trade, suffered a decrease of 27 percent under that of 1930 and 41 percent under that of 1929. Trade which in the first year of the Depression had shrunk to about the level of the 1921-1922 average, had retreated in the second year to that of the average for 1911-1913. It is unjustifiable to lay the entire blame on tariffs and trade restrictions. In 1931, as in 1930, a large part of the drop was due to the fall in prices. On the basis of volume, the United States' foreign trade seems to have decreased no more rapidly in 1931 than did the nation's domestic activity."

Ideology and Ignorance Amid Crisis

By Anthony Lewis

BOSTON — Anyone who wants to know why U.S. foreign policy is up to its neck in disasters these days will find illumination in some recent comments by Jeanne Kirkpatrick, President Reagan's ambassador to the United Nations. She was defending her decision to appear as guest of honor at an Argentine Embassy dinner the night after Argentina invaded the Falklands.

Mrs. Kirkpatrick was asked about the dinner on the CBS interview program "Face the Nation." She said the administration had shown its disapproval of the invasion by voting in the United Nations to call for Argentina's withdrawal. Then why go to the dinner? Because, she said, "the United States has never taken a position on the ownership of those islands."

One panel member asked: "We have a position on armed aggression, though, don't we?" After some preliminary sparring, Mrs. Kirkpatrick said: "Now, look, one has to be clear about this, I think. Armed aggression would take place in a clear-cut way against territory on which there was clear-cut ownership. The Argentines, of course, have claimed for 200 years that they own those islands. And the British have owned that they own those islands. Now if the Argentines own the islands, then moving troops into them is not armed aggression."

Perfectly clear. Aggression is not aggression if the aggressor claims he is the rightful sovereign of the land he invades. So Hitler was not an aggressor when he gobbled up the Sudetenland in 1938, because he claimed that that Czech territory was really German.

The explanation has all the slippery ingenuity of a third-rate academic treatise. But Mrs. Kirkpatrick is no longer an academic. She speaks for the United States. And in that role her words are numbing.

Mrs. Kirkpatrick's formula could be used to justify aggression in support of any irredentist claim. The world is full of such claims. In Latin America almost every country has a claim against some part of its territory by another country.

The principle agreed on when the United Nations was formed in San Francisco in 1945 was that territorial claims are not to be enforced by armed attack. The world was too dangerous. And it is more dangerous now.

In short, the propriety of Mrs. Kirkpatrick's appearance at that dinner had nothing to do with the fact that the United States has taken no position on who owns the Falkland Islands. Whoever does. The United States is against changing the status quo by force.

Until the Reagan administration, it was inconceivable that a high American official would sit down as guest of honor at an aggressor's dinner party the night of the aggression. Mrs. Kirkpatrick said she had checked with other officials about going to the dinner, so it was an administration decision.

If Mrs. Kirkpatrick had wanted to give a candid explanation, she might have offered one of the following:

• We in this administration think we have to line up as many countries as possible in

the fight against world Communism. Argentina has an important role to play. That is why we have tried to end the chill of the Carter years and become friends with its military rulers. We do not want to risk all that now.

• It is true that some unpleasant things have happened in Argentina, such as the "disappearance" of thousands of people. But toughness is required to defeat left-wing terrorism, and that inevitably means there will be some excesses. As I suggested after visiting Argentina and Chile last summer, those countries could give good advice on how to prevent the spread of guerrilla war in Central America.

• Specifically, though I cannot say too much about this, we have been working for Argentine help against Nicaragua.

If you think about the explanation that Mrs. Kirkpatrick gave, or about the unspoken ones inherent in U.S. policy toward Argentina over the last year, you see the fatal characteristics of the Reagan foreign

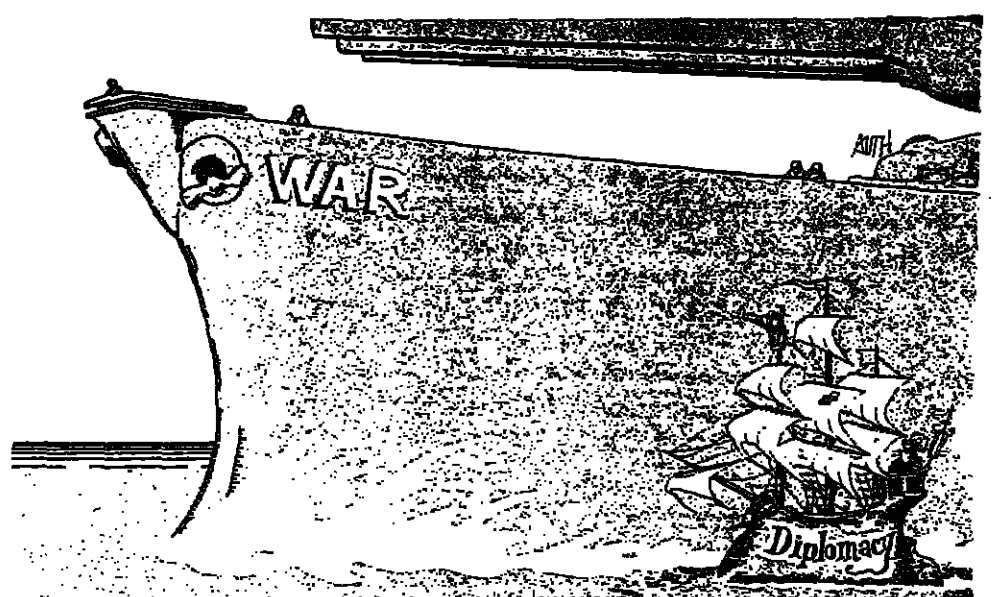
policy: invincible ignorance, unyielding ideology.

Color some regime "anti-Communist," and it earns our embrace. It does even though it is a brutal and incompetent tyranny. It does even though it works hand-in-glove with the Soviet Union. Ideological preconceptions prevail in the teeth of the facts.

I wonder whether doubts are nagging at Secretary of State Haig as he struggles heroically, and so far unsuccessfully, to defuse the effects of Argentine adventurism that was encouraged by a year of American policy. He knows that the Argentine regime is refusing to give up its aggression without assurance that it will keep the fruits. And he knows now that Russia is helping Argentina.

As for Mrs. Kirkpatrick and her dinner, there is a footnote that adds irony to her explanation. Not even the Argentines were sure she would be brazen enough to come. Since first writing about the party, I have heard from someone who was there that the embassy people were relieved and delighted when she turned up.

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The Race to the Falkland Islands.

Defense in Europe: The First-Use Option

By Paul H. Nitze

WASHINGTON — It appears to be open season on proposals to dismantle the foundations of the alliance security policy developed in the post-World War II years.

To proposals to forgo various U.S. defense programs or to freeze the present unequal levels of U.S. and Soviet nuclear forces, there recently been added a proposal to change our declaratory policy — that is, to announce that we will not be the first to use nuclear weapons.

A foundation stone of alliance security policy has been Article 2, Paragraph 4 of the UN Charter. It provides that all states should refrain from the threat or use of force against the territorial integrity or political independence of any state. Consistent with that, President Reagan stated Nov. 10 that "no NATO weapons, conventional or nuclear, will ever be used in Europe except in response to attack." To the extent that one can have confidence in Russia's adherence to its commitment to conform to the charter's principles, one's concerns for the security of the United States and the Atlantic alliance are diminished.

A second foundation stone of U.S. security policy has been the charter of the North Atlantic alliance. Under that charter, each of the signers is committed to regard an attack upon any other member within the alliance area as an attack upon itself.

A third foundation stone has been the policy of deterrence. The United States and other members of the alliance have deployed conventional and nuclear weapons precisely to prevent their use. It has been alliance policy to deter any kind of attack, whether nuclear or conventional, because any military confrontation be-

tween forces of a Warsaw Pact country and of a NATO country would involve unpredictably high risk of escalation, including the risk of escalation to the use of nuclear weapons.

A fourth foundation is the policy of negotiating with the Soviet Union on the reduction of nuclear and conventional arms.

It is not clear that the proponents of a change in our declaratory policy as to first use would wish to undermine or abandon these four foundation elements of alliance policy. It would appear that they wish to accommodate U.S. and NATO strategy to current trends in public opinion and to move alliance procurement and defense policy toward increased conventional military capabilities and thus raise the nuclear threshold. The question is whether the practical consequences of adoption of their proposal would probably be. Is it practical in the near-term future to so increase the conventional capabilities of NATO as to obviate the need for that increment to deterrence added by Soviet concern that a successful Warsaw Pact conventional attack on NATO could escalate into the use of nuclear weapons?

The facts of geography are against that. The depth of the front on the NATO side in Europe is a few hundred kilometers; it is thousands of kilometers on the Soviet side. Reinforcements from the Soviet Union are 500 miles away; those from the United States are 4,000 miles distant.

It is argued, further, that a no-first-use policy would reduce budgetary pressures on ally members, opening up new sources of funding for conventional force while reducing tensions more generally. It is hard to see how this could be so. Most of our allies spend nothing

on nuclear forces. The strategic portion of the budget in the United States is now around 9 percent, or perhaps 15 percent when allocated overheads are included.

A no-first-use policy even if it led to a corresponding shift in nonstrategic nuclear deployment patterns would hardly lead to significant savings — surely not more than a percentage point, if that, of the defense budget as a whole. The larger conventional forces needed to compensate for such a doctrinal shift would surely cost far more, given the relative burden of conventional armaments compared with those in the nuclear field. While we support improvements in conventional armaments, we should not deceive ourselves about relative costs.

Given the continuation of the imbalance that led to the first-use doctrine in the first place, it is hard to see how a renunciation of the doctrine, in the absence of substantial reductions of conventional forces in Europe, would maintain the record of peace in Europe that has been obtained hitherto. Deterrence has worked. To remove the essential prop of nuclear deterrence prior to rectification of the conditions that led to its fashioning would be to tempt fate.

How can it be argued that a first-use policy poses increased costs to the coherence of the NATO alliance as well as an increased threat to world safety? Alliance coherence is a function of the efficacy of deterrence. If a no-first-use policy would reduce deterrence, as I believe it would, then world safety would decline rather than improve.

The author is chief U.S. negotiator in the Geneva talks with the Soviet Union on limiting medium-range nuclear weapons in Europe. He contributed this article to The New York Times.

On Toughening the Fight Against Genocide

By Jonathan Power

LONDON — Steadman Fagot, Muller, leader of an organization representing the Miskito Indians of Nicaragua, has accused the Sandinistas of engaging in "a policy of genocide" against his people. In El Salvador, the guerrillas Radio Venceremos said in a recent broadcast that the Salvadoran people "are preparing to deal the genocide dictator the Soviet Union a mortal blow." Thomas Enders, the U.S. assistant secretary of state for Latin American affairs, has said he fears "a race war" in Guatemala.

No individual, organization or government in Central America has tried to have the United Nations Convention on Genocide applied to his or its country. Presumably this is not because they do not believe in their own rhetoric, but rather because the convention — adopted unanimously by the United Nations on Dec. 9, 1948, and inspired by the mass murder of Jews, Poles, Russians and Gypsies by the Nazis — is almost forgotten, a relic of the passion and ideal of postwar reconstruction.

Recent efforts to apply its strictures have been belittled. Charges relating to Pol Pot's genocide in Cambodia, Idi Amin's massacres in Uganda and the massacres of the Hutu by the Burundi government have all entered the UN machinery only to be shunted aside by one influence or another.

Yet genocide is not a subject that should be so easily ignored. Why has the genocide convention been allowed to languish without teeth and bite? Its root weakness is its formulation. In the debates in the mid-1940s on the original draft, the Russians led an attack against the inclusion of political groups, on the theoretical ground that genocide was bound up with fascism and with Nazi race theories. Just at the time when the com-

mission was moving toward a more active and broader role, it director, Theodore Van Boven, was fired by UN Secretary-General Javier Pérez de Cuellar.

A new, exhaustively researched study entitled "International Action Against Genocide," written by Prof. Leo Kuper of the University of California in Los Angeles and published by the Minority Rights Group in London, concludes that the genocide convention "is almost a dead letter."

Kuper is not sanguine about reforms, since the United Nations is an organization of governments, and genocide is largely a governmental crime. He argues persuasively for the establishment of some process, or for institutions, relatively independent of the delegations of UN member states.

His ideal would be an international court to which applicants could take their case. But the day when nations will allow an independent body to deal out punishment for their sins is long distant. More realistic would be the ap-

pointment of a UN high commissioner for human rights. He would be in a position to visit threatened areas in an early stage of a genocidal conflict and meet government officials. If the high commissioner's representations failed, his reports would alert the United Nations and world opinion to the imminent threat of mass murder. This is merely building another conduit to public opinion. But if the high commissioner were a person of stature, whose honesty and integrity were widely respected, the job would be important.

It could publicly set a standard, rather than allowing an issue that fired the concern of those who originally tried to draft a powerful and effective genocide convention in the wake of Nazi destruction to lapse, gathering dust on shelves.

Jonathan Power is editorial adviser to the Independent Commission on Disarmament and Security Issues. The Kuper report is obtainable from the Minority Rights Group, 36 Craven Street, London WC2, for £1.20 post paid.

Long Trip Ends for Trudeau

By Joseph Kraft

WASHINGTON — Except when drowned in a bath of blood, nationalist movements almost never stop short of independence. But Pierre Elliott Trudeau has achieved the accommodation of Quebec and Canada by peaceful means. With the visit of Queen Elizabeth, he now celebrates a historic triumph that merits attention the world over.

By all the usual measures, Quebec presents a prime candidate for national independence. The province occupies a distinct territory, rising from the lowlands of the St. Lawrence River. The population of French-speaking Catholics differs at salient cultural points from the English-speaking Protestants who predominate elsewhere in Canada. These disparities made Quebec, for decades, a redoubt of sullen resistance to Canada's connection with Britain. The "enlightened" climate of the 1960s fostered in Quebec a virulent nationalist movement led by a talented organizer, René Lévesque, of the Parti Québécois. In 1976, Mr. Lévesque became premier of Quebec and began maneuvering to separate it from the rest of Canada.

Trudeau, the scion of a family that fused French and English traditions, came to power in Ottawa in 1968. His self-assigned mission was to keep Quebec in Canada. Indeed, he once said, in response to a question as to why he had entered politics:

"Each man has his own reasons. I suppose, as driving forces, but mine were twofold. One was to make sure that Quebec didn't leave Canada through separatism, and the other was to make sure that Canada didn't shove Quebec out through narrow-mindedness."

The fight against separatism Trudeau waged in Quebec. When the nationalist movement took a violent turn in 1970, he proclaimed martial law and sent in the Mounties. Thereafter, by every means, and the attraction it exerted on French Canadians of outstanding ability, he pulled a growing part of the Quebec elite away from the separatist cause.

The big test came in May, 1980, on a referendum framed by Lévesque that sought a mandate for a new form of association between Quebec and Canada. Trudeau met the challenge head-on in a series of highly personal speeches. The referendum was defeated by a 60-40 majority, with almost half the French Canadian voters joining Trudeau in opposition to Lévesque. The next day the editor of a French paper in Montreal said of Quebec nationalism, "It's over."

Language rights were the instrument Trudeau used to open the rest of Canada to Quebec. In 1969 he pushed through an Official Languages Act which gave equal status to French and English in the federal system. But the political limits of the statute were exposed in 1976 when the Canadian air controllers went on strike against compulsory use of French.

Bill of Rights

A constitutional approach to the language issue was the way out of the impasse that then ensued. Trudeau prepared a package of laws that brought to Canada, or patriated, the constitution which had technically been incorporated in a statute passed by the British Parliament in 1867, included in the package was a bill of rights guaranteeing extensive protection to women, Indians, Eskimos and virtually all other minorities. Also included was a provision that guaranteed French-speaking schools all across Canada and English-language schools in Quebec.

Terrific political and legal difficulties cropped up. At one point eight of the 10 provinces opposed the constitutional package. The Canadian supreme court found that approval by a majority of the provinces was required by custom if not by law.

In a brilliant political maneuver last November, Trudeau offered to put the constitutional package to a referendum in each province. Lévesque accepted for Quebec. But the other provincial leaders — rather than fight a combination of women, ethnic and religious minorities and civil libertarians — refused. Trudeau thus gained his majority and the package was pushed through the parliaments in Canada and Britain. Queen Elizabeth came to Canada to proclaim the new constitutional regime.

A sorting out of federal and provincial responsibilities remains to be done, and will probably dominate Canadian politics for years to come. But Trudeau has completed the essential mission of an astonishing career. He has been in power almost 14 years — longer than any other leader in the industrialized world. He has taken his country safely through a terrible ordeal. He has demonstrated that nationalism and liberty can coexist. He has shown the supreme flexibility of the Anglo-Saxon political framework. He can step down in the next year secure in the sense that he has made his mark as one of the great men of the last quarter of the 20th century.

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Houston

Oil — Energy — Business

U.S. urged to reduce dependence on energy from developing lands

By Barbara Shook

HOUSTON — The United States and other industrial nations should not count on oil and gas discoveries in developing countries to supply future energy needs, according to Houston energy executive H. F. Keplinger.

Most strategists are overlooking the fact that developing countries are using two to three times as much energy for the same amount of output as developed countries, Mr. Keplinger said.

In addition, much of the petroleum found in these countries will be required for the industrial, agricultural and other domestic needs of the country. He noted that agricultural operations are particularly energy intensive and that a fuel shortage would affect food production.

Mr. Keplinger is chairman of the Keplinger Companies, an international energy consulting firm that provides engineering, field supervision and management services to the petroleum industry around the world.

He cited Mexico, China and North Sea countries such as Britain and Norway as nations that probably will be short-term petroleum exporters. Eventually, however, each country's internal demand probably will equal or even surpass its own production capabilities.

Experts for Saudi

In the case of China, in particular, Mr. Keplinger said he believes that oil exports would be made to provide funds to finance further development of petroleum resources and the general industrial base.

Whatever happens elsewhere, Saudi Arabia is the key to the whole world energy situation, Mr. Keplinger said. For one thing, he added, Saudi Arabia can exert enough pressure to force purchasers to continue to take more expensive crude from Nigeria and other members of the Organization of Petroleum Exporting Countries.

According to Mr. Keplinger, Saudi Arabia has a much more sophisticated approach to energy and a national energy policy than the United States. He said that the Saudis were smart enough to be able to keep the price of oil just below the level necessary to make many alternate energy projects feasible.

The price-setting function, however, is becoming less of a political action and more of a response to the market place, he said. This has been demonstrated by the current situation.

Prices will continue to be depressed for another three to six months before they start rising again, he predicted. The mix of posted prices and lower spot market prices will continue through the fall or even into early 1983, he said.

Firmer Market

By that time, stocks in storage will have been drawn down, and the overall market will firm up, Mr. Keplinger forecast that prices will be around \$35 a barrel and then will increase at the rate of inflation, plus 1 to 3 percent annually through the end of the century.

Hovering over the stability of the Middle East, Mr. Keplinger noted, is (Continued on Page 10S)



offshore technology awards for Huntsinger and Shell

Special to the IFT

HOUSTON — Fritz Huntsinger Sr., founder and chairman of the board of Vetco, Inc., of Ventura, Calif., and Shell Oil Co. have been named recipients of the 1982 Offshore Technology Conference Award for Individuals and Companies.

The awards will be presented May 3 at the Offshore Technology Conference in the Houston Astrodome. Vetco is a manufacturer of drilling, completion and production equipment for land and offshore. Mr. Huntsinger received the award for his 30 years of technological achievements and for his contribution to the development of subsea wellheads, blowout prevention equipment, control systems and marine conductors for offshore drilling and production operations.

Shell was honored for the development and installation of the Cognac Platform, the tallest and heaviest steel platform ever constructed. It is situated 39 miles off the coast of Louisiana. The OTC cited Mr. Huntsinger for both his professional and

The Offshore Technology Conference is an international technical meeting and exhibition devoted to the development of offshore resources and the protection of the ocean environment. The conference was founded in 1968 and is jointly sponsored by 11 of the world's most prominent engineering and scientific societies. The conference's sponsoring societies represent a combined membership of more than 400,000 engineers, scientists and business executives.

humanitarian activities. During the last 10 years, Vetco had developed a hydraulic motion compensator for use in floating drilling, and the UNIFLEX joint, which was used to drill a record water-depth well. The company also developed a tie-back system as part of a subsea production system, which permits connecting subsea wellheads back to the permanent platform.

The Cognac Platform, hailed for its engineering and installation, is placed in 1,025 feet of water — the deepest for any fixed-leg platform — and weighs 59,000 tons. It is 175 feet taller than any other drilling platform. It is also the world's first three-part platform and is designed to withstand winds of 140 miles per hour and 70-foot high waves.

Cognac represents an investment of nearly \$800 million. The platform alone costs \$265 million. When full production begins in mid-1982, the platform's 61 wells will have a daily peak production of 50,000 barrels of oil and 150 million cubic feet of natural gas.

moving fast with free-enterprise spirit

By Jennifer Lawrence

HOUSTON — Houston's fast-moving and increasingly crowded freeways, dotted with Cadillacs, Mercedes-Benzes and pickup trucks, capture the free-enterprise spirit of the city.

Driving the freeways requires a certain bravado, a quality helpful in making it in Houston. If you can figure out the system, you can get anywhere. There are no speed limits to upward mobility in this city that prides itself on having few barriers to those who want to succeed.

Like the freeways, the city embraces people of all types and backgrounds who come to

Houston in pursuit of the American dream. For many Americans that means simply having steady employment, which they hope to find here. But beyond the everyday lives of everyday people there is a Houston way of life that gives the city character. It is part J.R. Ewing (of the television show "Dallas"), part urban cowboy and part Scarlett O'Hara.

It's a city of "good old boys" who nevertheless last fall elected a woman, Kathy Whitmire, as mayor. George Bush, John B. Connally, James Baker and Leon Jaworski call Houston home. Two rival heart surgeons, Michael DeBakey and Denton Cooley, are neighbors at the

city's Medical Center. Former astronauts like Alan Shepard and Walter Cunningham show up at parties from time to time.

Getting somewhere and being someone is what Houston is all about. Usually it requires making, having or spending money. Even the appearance of money is a plus — like the green-tinted Allied Bank Building under construction downtown in the shape of a dollar sign.

Houston makes no bones about its infatuation with money because money represents success. Like a newly made millionaire, Houston (Continued on Page 9S)

international trends expanding law firms

By Mimi Swartz

HOUSTON — When two sons of billionaire H. L. Hunt were confronted with a \$210-million claim that they, along with British Petroleum, had created a boycott of expropriated Libyan oil, the Dallas entrepreneurs turned to their lawyers — in Houston.

Houston, a city whose residents have enthusiastically perpetuated Texas' "biggest and bestest" mythology can honestly champion their presence of several of the world's largest and finest law firms.

Vinson & Elkins, with 297 lawyers — up from 186 in 1973 — and Fullbright & Jaworski, with 290 attorneys, rank third and fourth in size in the United States. The remaining "big six," Baker & Botts; Butler, Binion, Rice, Cook & Knapp; Bracewell & Patterson; and Andrews and Kurth range in size from 235 to 112 attorneys. These firms pride themselves on the full range of services offered. Though they usually refuse divorce, plaintiff's personal injury and criminal defense work, most employ specialists in corporate, tax, real estate, probate, patent and international law.

Expand in Wealth

The Houston firms were thriving long before Houston became an international urban center. Baker & Botts, the oldest, was established in 1866. The firm grew by representing East Coast interests in Texas. Vinson & Elkins and Fullbright & Jaworski got their starts with local businesses just after the turn of the century. The firms expanded in size and wealth as their clients — local banks and businesses — thrived in Houston's healthy economy.

Vinson & Elkins and Fullbright & Jaworski have remained closely associated with two of Houston's largest banks, First City and the Bank of the Southwest. And, as the empires of Houstonians like the late Howard Hughes, builder Walter Mischer and developer Gerald Hines expanded, so did the fortunes of their respective law firms. Andrews & Kurth, Baker & Botts, and Bracewell & Patterson. Many of the firms have now added offices in London and Washington to their Houston bases.

Political Connections

The Houston firms are increasingly well connected politically as well. White House Chief of Staff James Baker 3d was an Andrews & Kurth partner. Former U.S. Treasury Secretary and Texas Governor John B. Connally works at Vinson & Elkins, while former Watergate special prosecutor Leon Jaworski serves the firm that bears his name.

Crowing is common: In the American Lawyer's Guide to Law Firms, attorneys for Baker & Botts describe R. Gordon Gooch, former general counsel to the Federal Power Commission as one of a half dozen "of the most expensive lawyers associated with a Houston firm."

The expansion of the firms' international practices parallels the increased U.S. dependence on foreign oil in the 1970s. While large Houston-based oil companies were once able to import oil by simply dispatching purchase orders to their foreign refineries, the rise of nationalization and the increased costs associated with foreign exploration and production have made for a more complex situation involving rights negotiation, joint venture organization and international arbitration.

The oil companies and oil-related industries — also centered in Houston — assigned this business to their law firms. Vinson & Elkins was recently involved in writing the petroleum laws for Nigeria. Baker & Botts has represented clients involved in the construction and operation of liquefied natural gas projects and chemical plants around the world. They have also assisted with corporate reorganization for worldwide offshore drilling companies working in the North Sea and Mexico.

(Continued on Page 8S)

city of the future today sets sights on the world

By Maureen Sherwood

HOUSTON — Houstonians are proud of their city: a cluster of glass skyscrapers ringed by refineries and tract houses on a muddy plain in East Texas.

They tend to talk of Houston in superlatives — the fastest-growing city in the United States; the world's largest exporter of grain and oilfield equipment; the city of the future today. And if Houston's freeways are not exactly paved with gold, they are certainly lined with luxury cars — usually snarled in traffic jams along with the compacts.

The lure of prosperity has drawn people to Houston from around the world. The city's population has skyrocketed from 600,000 in 1951 to more than 3 million today. Immigrants are flocking to Houston at the rate of about 800 a week from the hard-hit industrial north, from Mexico, but also from Australia and Brazil.

They come, of course, for the jobs — and Houston has jobs, at least for skilled white-collar workers. The Houston Chronicle boasts more want-ad pages than any paper in the United States — 90 were counted in a recent issue. For this reason, the paper is a big seller in depressed northern urban regions. For unskilled, blue-collar workers, however, jobs are hard to find in Houston.

Business Climate

Corporations are arriving in town almost as quickly. A recent study by Dun & Bradstreet concluded that Texas had the most favorable business climate of the country's 48 continental states. There is no state income tax, no corporate tax and few unions. To executives, such conditions are almost irresistible, and since 1970 more than 200 major American corporations have relocated in Houston, including giants such as Shell Oil and Kellogg.

Internationally, too, Houston is big on the map. More than 50 countries have consulates here. About 20 percent of the buildings in the downtown area are foreign-owned. Sixty-three foreign banks from 18 countries have offices here, and there are more than 600 foreign companies.

Visitors from abroad spend about \$150 million annually in Houston stores. On the investment side, real estate in Houston is being bought heavily by foreign investors finding land and buildings here cheaper than elsewhere and less complicated to acquire.

Houstonians maintain that money can be made here more easily than virtually anywhere else in the United States.

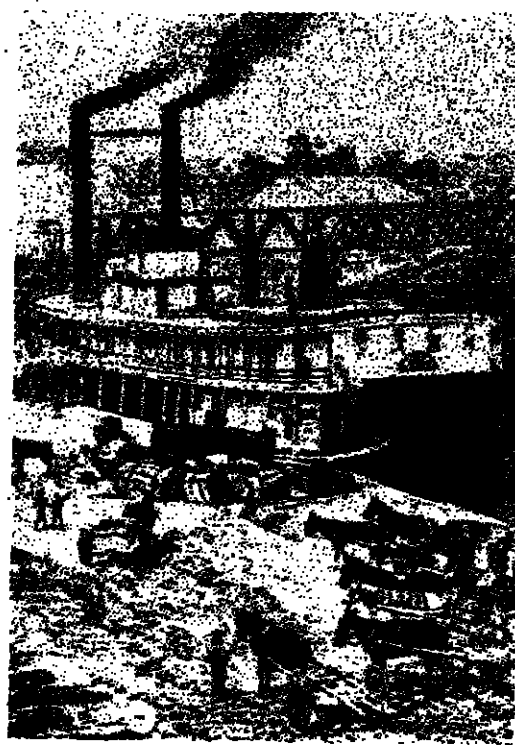
"You can stand on the corner of Lamar and Louisiana (in the center of town) with a fist full of money and find all the technology you need to get into the gas and oil business," said John F. Bockout, president of Shell Oil. "And if you don't have the money, in the same five blocks you can get all you need from the financial institutions."

Appropriate Irony

That sort of hell-for-leather attitude is rooted in Houston's history. It is an appropriate irony that Houston was founded by two Northern brothers seeking "unrestrained capitalism" in the South. August and John Kirby Allen were estate promoters who put down \$1,000 for half a league of land and named it after Sam Houston, the Texas hero who had recently defeated the Mexican army at San Jacinto, about 20 miles south of Houston.

Houston was soon established as a major shipping center for the region's cotton, timber and cattle. But the real break came when oil was discovered at Spindletop in 1901 and soon after that at Humble near Houston. By 1920, oil corporations such as Texaco, Gulf, Sinclair and Humble (later Exxon) had begun refining operations in Houston.

Each subsequent rise in the price of oil has generated more cash for the city. The Arab oil embargo of 1973-74 proved a windfall for Houston. In 1979 with



Steamer delivering goods a century ago.

the worldwide oil glut, more than 1 billion barrels of oil were produced in Texas, creating more than \$12 billion in revenues. Most of that petroleum — and cash — passed through Houston, which, as the headquarters for more than 400 oil companies, is "oil city." According to Pennzoil chairman, J. Hugh Liedtke: "If you want to be in the ball game, you have to be in the ballpark, and this is the ballpark."

Houston's oil wealth has been channeled into other ventures too. A multibillion-dollar petrochemical complex has sprung up along the deep channel linking Houston to the Gulf. Houston is also the nation's leading supplier of fertilizer and agricultural chemicals such as nitrogen and sulfur. The city is the second largest international financial center in the United States, second only to Wall Street.

The Port of Houston leads the country in foreign trade, with 53.7 million tons of imports and exports in 1981.

Foreign Patients

Medicine is another major industry here. The Texas Medical Center is the city's single largest employer, with almost 30,000 on the payroll. Hospitals like the Texas Heart and Cancer Institutes last year attracted more than 6,000 foreign patients.

Residents are happy that "Houston" was the first word uttered by man when first he stepped onto the moon — a reference to the radio call name of National Aeronautics and Space Administration's mission control located at the Johnson Space Center.

Though Houston has come to be called Space City, the Space Center has proven to be more of a public relations and tourism bonanza than anything else. It employs only 3,000 people. In fact, the Houston location was chosen mainly at the urging of the then vice president, Lyndon Baines Johnson — a Texan.

Contrary to popular belief, the space center has not spurred the development of a space technology and aeronautics industry in the area.

But Houston has earned a name for itself as an international travel center. A new terminal was recently completed at the Intercontinental Airport here costing \$114 million, and another is scheduled to

(Continued on Page 9S)

HOUSTON LIVING WITH BEAUTY, PRESTIGE, LOCATION!

Bayou Bend Towers

This 22-story tower is part of Houston's most prestigious residential area; located just a few minutes drive from downtown, the Galleria, and the Medical Center. One of the best security systems in the world protects the suites which are some of the largest and most elegant in America. All suites offer large balconies or terraces.

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More than half of Bayou Bend Towers' suites are sold but some outstanding choices remain. Prices from US\$355,000.

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Located on the edge of Houston's world-famous Medical Center, The Spires rises 40 stories above the city. It's only 7 minutes' drive from downtown and just a short distance from the city's major sports complex. Behind The Spires is one of Texas' largest parks with horseback riding, gardens, fountains, and museums.

The Spires features its own private lake, landscaped walkways and a highly advanced security system. The suites are elaborately designed, with wide balconies offering views.

Full recreational facilities are included at The Spires, as is a handsome card and party room. Suites will be ready for occupancy in June, 1983. Prices begin at US\$160,000.

For brochures, floor plans and specific prices on Bayou Bend Towers and The Spires, write Mr. John Sowell, Campeau Corporation Texas, Bayou Bend Towers, 101 Westcott, Houston, Texas 77007, U.S.A. Or telephone 713-880-3338.



oil sets the pace in energy capital of the world

By Ryan Bernard

HOUSTON — Oil dominates this city. It is known as the energy capital of the world for good reason: all but one of the top 35 major oil companies have headquarters or offices here, and along with hundreds of other oil-related companies, they carry the world's greatest concentration of energy know-how from Houston around the world.

Whether on Alaska's North Slope, the North Sea, the Gulf or off the coasts of China — wherever oil is being produced there is probably someone with a Texas accent at the controls.

The industry has left visible marks everywhere. Here, monolithic skyscrapers like the Tenneco Building, One Shell Plaza, the Gulf Building, Pennzoil Place and the Exxon Building dominate the skyline. Hundreds of silver distillation towers line the shores of the Houston Ship Channel and nearby Galveston Bay, where half of America's petrochemicals and one-fourth of its refined petroleum are produced. Miles of tubular steel for drilling and pipeline construction lay stacked in mammoth pipe yards alongside some local highways. In some areas, giant oil tanks hold bulk crude oil and distillates en route to the refining process.

Economic analysts, when asked to estimate how much the oil industry contributes to the local economy, balk but they all agree that the contribution is major, if not pervasive. "Just about all [of the local economy] is related to the oil industry in one way or another," said Carol Bennett, assistant vice president and economist at Texas Commerce Bank. "I don't consider myself in the energy industry, for example, but so much of what I do is energy related. Probably 20 percent of my time goes into following oil."

The oil boom hit Houston in the early 1900s, at a time when it was already a prosperous cotton and lumber trading center. Oil was first discovered in commercial quantities in Texas in 1901 at an oilfield called Spindletop, about 90 miles east of Houston near Beaumont. Later discoveries were made at fields with names like Goose Creek, Corsicana, Damon Mound and Humble. Houston quickly became a natural center for exploration and refining activity in

the area and the haven for many of Texas' most legendary figures: the independent oilmen, the wildcaters, who accounted for much of the production of oil.

Some were flamboyant, like "Silver Dollar Jim" West, who lined his vestpockets with handfuls of silver dollars, or pioneer oilman Michel T. Halbouty, whose silver name and handlebar mustache have become his trademarks. Some were born into the business, like Glen McCarthy, the legendary wildcatter who grew up in the oilfields, became a millionaire at 26 and served as a model for a major character in Edna Ferber's novel "Giant."

Others came to it from different occupations, like James Abernethy, the dairyman who started his own production company and later founded Cameron Iron Works, a major producer of oilfield hardware; or George Brown, co-founder of Brown & Root, one of the world's largest construction firms, who made his second fortune in oil.

Some used their oil money to move into other lines of business, like John W. Mecom, once proclaimed the nation's third largest independent oil producer by Time magazine, who diversified into hotels, industry and ranching. Others used their fortunes to help build Houston, like Hugh Roy Cullen, who contributed heavily to the University of Houston and the Texas Medical Center, R. E. "Bob" Smith, who helped create the Astrodome; or George Mitchell, who built a model village called "The Woodlands" just north of Houston's Intercontinental Airport.

Major oil companies also saw their beginnings in the nearby oilfields.

Prominent Houstonian Ross Sterling helped found Humble Oil Company, which later became part of Exxon, and J. S. Cullinan helped found the Texas Company, which later became Texaco. Eventually, many of the same pioneers or their business descendants were instrumental in carrying petroleum technology to Libya, Saudi Arabia, Iran, Venezuela and Indonesia, and later to the North Sea, Australia and the Arctic.

As Houston and the oil industry grew through two world wars and the Depression, an entire set of support industries grew up with it.

Besides the wildcaters, geologists and oil majors involved in the search for oil and natural gas, there were seismic companies to aid in exploration; drilling companies to drill the wells; tool companies and fabricators — like the Hughes Tool company, the creation of the late Howard Hughes — to manufacture the oilfield machinery, drill bits, piping and structures; "mud" companies to furnish the drilling fluids; refineries like those operated by Shell, Gulf and Exxon to produce fuel and lubricants; petrochemical plants like Dow Chemical and Monsanto to produce plastics and synthetics; pipeline companies like Texas Eastern to transport the oil and gas underground; and many more.

There were even banks that got their major impetus from financing the oil industry, and lawyers dedicated to the intricacies of oil law.

Today, this giant complex of industry makes up the nucleus around which Houston's economy hums, and there is no doubt that oil is responsible for the visible level of prosperity here. But there is a nagging suspicion that Houston may be too dependent on oil; that the inevitable shift away from oil once petroleum sources are depleted will leave Houston without an economic leg to stand on. The Chamber of Commerce takes pains to point out, as it does in its yearly fact sheet, that Houston "has experienced increased economic diversification over the past two decades."

But Dr. Russell G. Thompson, president of Houston-based Operational Economics, Inc., comments: "With higher oil prices, the Houston economy has become more concentrated [around oil], because that's where the bucks were to be made." Mr. Thompson believes that the fortunes of Houston's economy can be directly tied to the price of oil. "Lower oil prices are bad news for Houston," he said, pointing out that the recent tumble in the price of oil was followed by a quick slump in drilling activity.

The number of active drilling rigs nationwide decreased 17 percent over the last three months. This type of slump can create ripple effects throughout the Houston economy. "For each \$100-million decrease in sales of oilfield machinery," Mr. Thompson said, "there is a

(Continued on Page 8S)

Pro cultural exchanges add new dimension to arts

By Mimi Swartz

HOUSTON — Just a few weeks ago, a flight left Houston carrying members of the Houston Ballet on their first European tour. The same flight carried lyric soprano Mirella Freni, who, with several other European artists, had just performed for the Houston Grand Opera. Cultural exchange has come to Houston. The city that has gained a reputation for international wheeling and dealing is out to make its mark on the international arts scene.

The arts are booming here: Houston now boasts a growing symphony orchestra, opera and ballet companies that have attracted international attention, and two fine arts museums, with a third on the way.

Not that Houston — or Texas — ever really deserved its reputation as a cultural backwater. Wagner's Parsifal premiered in Houston in 1906, eight years before it reached London. After a Russian symphony orchestra performed here in 1913, philanthropist Ima Hogg, the daughter of a Texas governor, supported the establishment of a Houston symphony. In the 1920's, Hogg's brothers and their friends — oilmen involved in the company that would ultimately become Exxon — became early contributors to the Museum of Fine Arts.

The nationally acclaimed Alley Theater opened in 1947, and Houston received international recognition in the 50's and 60's when Leopold Stokowski conducted the symphony and James Johnson Sweeney was director of the Museum of Fine Arts.

But the oil boom of the early 70's has attracted a new generation of visionaries with new plans. "Houston has no cultural traditions we have to stick by; we can carve out our own niche," said Jack Mastroianni, artistic director in charge of development for the Houston Grand Opera.

The opera's general director, David Gockley, came here expressly to forge a wider audience for conventional opera and to popularize the tradition of American musical theater by revitalizing works like Gershwin's "Porgy and Bess" and "Treemonisha" by Scott Joplin. Critic Barbara Rose joined the curatorial staff of the Museum of Fine Arts to resume her study of Old Masters and to direct the museum's international exhibitions. This year her shows will feature works by Fernand Leger and Joan Miro.

Ballet master J.B. Carrone left Monte Carlo and retirement in 1980 at the request of Houston Ballet artistic director, Ben Stevenson. Why Houston? "The chal-

lenge," says Houston symphony executive director Gideon Tocplitz, an Israeli who left the Boston symphony to come to Houston earlier this year. "You lose a lot of sleep; there are so many challenges."

Newcomers' Works

A new and substantially enlarged audience witnesses the work of these newcomers. "The orchestra was always a fine orchestra, but it belonged to a small group of people," says symphony artistic adviser Sergio Comissiona. As Houston's population increased, so did the number of people interested in the arts. Opera subscriptions have risen from 4,113 to 13,500 since 1972, the year of Gockley's arrival. Museum membership is up 40 percent since 1977, and the ballet now boasts sell-out crowds and a 60-percent subscription rate.

While Houston audiences may not always be sophisticated, they are eager. The ballet for instance, has an unwritten plan to get the audience on a more sophisticated diet of ballet, says Tom Fredericks, marketing director for the Houston Ballet. Five or six years ago, when touring dance companies ignored Houston, the Houston Ballet's season consisted almost entirely of classical programs, like Swan Lake.

In contrast, this year's program consists of works by modern masters Frederick Ashton and George Balanchine, as well as a ballet by Dutch choreographer Farrelly Dyde. Nevertheless, the Houston audience remains a general-theater audience rather than a specialized one. "It's nothing like New York where you see the same crazed people who come back because they have to see ballet," affirmed Fredericks.

However, the stereotype of the nouveau riche Texan with indiscriminate artistic appetites is vanishing. "You see it in what they don't take," noted Warren Hadler, of Houston's Hadler/Rodriguez gallery. "They used to take everything. Local gallery owners note another trend: European interest in Texas artists."

Affluence and enthusiasm have protected Houston's arts institutions from the economic problems

plaguing other U.S. cities, a far cry from 10 years ago, when the Paris Opera Ballet's \$500,000 price tag was prohibitive. "The thing that makes the city click is the strong sense of community pride," says Mastroianni of Houston's historic boosterism. Houstonians love a winner. Opera donations skyrocketed when Gockley received a Tony Award for "Porgy and Bess" in 1976. Annual giving to the Museum of Fine Arts has more than doubled in five years, from \$320,000 to \$750,000.

Recently, corporations and private foundations have eclipsed the generosity of private patrons. Fundraisers earned \$32 million of the proposed \$65 million to build the proposed lyric theater in under two years; Gulf Oil contributed \$500,000; Shell donated \$1 million, and the Wortham Foundation contributed \$15 million. And though the national average is 3 percent, 15 percent of the opera's budget comes from corporations.

One reason for such corporate generosity is Houston's bottom-line approach to artistic endeavors. Marketing directors are as important as artistic directors here; groups are promoted on T.V., television and radio. Both the museum's Barbara Rose and the opera's Gockley have been criticized for contributing to this commercialization of the arts. A recent Wall Street Journal article labeled Gockley the "P.T. Barnum of Opera" and mentioned that he cut 30 minutes from a production of "Die Meistersinger" in an effort to hold down costs. Barbara Rose's hiring created a controversy when it was discovered that she would continue to write art criticism, particularly for Vogue magazine, while serving as curator.

Curiously, local theater has suffered from a failure to thrive. Though the Alley Theater plays a major expansion and did offer a world premiere of "Way Upstream" by British playwright Alan Ayckbourn, this Houston institution generally lacks an innovative repertoire. "It plays to a conservative audience that was the only audience 10 years ago," one critic complained. Younger, more experimental theater companies

find funding in short supply. Ted Swindley, artistic director of Stagex, a new theater group, believes many Houstonians now like to invest in more established arts organizations. "They'll go to a place they'll be seen," he said.

But, money is not the only reason international artists are drawn to Houston. Often, personal friendships and Southern hospitality make the difference. The former director of the Pompidou Center in Paris gladly shares a panel at the Contemporary Arts Museum with friend and patron Dominique Delmest, who was recently made an Officier de l'Ordre des Arts et des Lettres in Paris for her work in furthering better artistic relations between the U.S. and Paris.

Leonard Bernstein personally selected John DeMain, music director of the Houston Grand Opera, to conduct his revival of "West Side Story," which opened in Houston. When diva Marilyn Horne performs here, she also likes to observe open-heart surgery at the Texas Medical Center. "They'll sign for X amount of dollars anywhere," asserts Mastroianni. "There has to be something unique to get them to Houston."

International interest in Houston works both ways: this year the symphony will appear at the Casals Festival in Puerto Rico, and the opera and the ballet will both tour Europe. Fredericks stresses that the ballet's tour is on an invitational basis. "Most people assume it is being sent by people from Houston who want to see the company trucked around the world," he said. "It's not that at all."

This year, Houston has even more to be proud of: construction will begin this fall on a new museum designed by Beaubourg architect Renzo Piano, to house the 10,000-piece Delmest collection, considered one of the finest in the world.

Clearly, Houston is taking its place as a major arts center. Conductor Comissiona, who has visited Houston frequently over the past 10 years, believes "the arts did not blossom in the past because the right moment had not arrived." "Now that everyone has their backs and their cars it's time to enjoy the culture," he said.

oil sets the pace in energy capital

(Continued from Page 75)

loss of 5,850 jobs — 81 percent in manufacturing and 19 percent in non-manufacturing.

Traditionally considered immune to the economic problems affecting the rest of the United States, Houston is also beginning to feel the effects of high interest rates and nationwide recession. Besides the slump in drilling activity, Houston's housing industry is suffering under the burden of high interest rates, some petroleum refineries are operating at a severely reduced capacity due to the slump in demand for gasoline, and the petrochemical industry is suffering because of decreased demand for chemicals and plastics in the de-

pressed auto, housing and appliance industries.

Layoffs Occur

Economic eyebrows were raised recently when three of Houston's largest employers — Geosource Inc., Dow Chemical and Texas Instruments — laid off hundreds of employees, an occurrence unheard of in recent Houston history and all too reminiscent of the kind of layoffs common in the depressed Northeastern United States.

Houston's unemployment rate recently has risen by as much as 35 percent over last year's monthly figures, to a total of 4.5 percent. But that's still only half the national rate, and many feel that despite

recent setbacks, Houston's future as energy capital of the world is secure.

"If petroleum were shut off completely tomorrow," oilman Halbouty said, "it will hurt Houston, no question about it. But it will not die and it won't wither; it'll just plateau and maybe just start growing again."

Said Texas Commerce's Bennett: "I would rather be in the energy capital of the world than anywhere else because the trend worldwide is that energy use can go nowhere but up. And even if there is less demand for oil, the same kind of expertise we have here will be needed to develop other energy sources."

MAUREEN SHERWOOD is a British freelance journalist based in New York City. **BARBARA SHOOK** is the energy reporter for the Houston Chronicle, specializing in operating and technological developments. **RYAN BERNARD**, a freelance writer, was formerly associate editor of Business &

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magazine with offices in Houston. **JOAN GOFFMAN** is a freelance writer and television producer. She is a correspondent with the Houston Chronicle. **JENNIFER LAWRENCE** is the Houston correspondent for Fairchild News Service. **JOHN TAYLOR** is a reporter for Newsweek magazine.

Houston

Oil — Energy — Business

MAKING IT

Joe Tondy, 31, 'optimizes investments' in a climate tailored for entrepreneurs

By Cindy Japhet

HOUSTON — Joe Tondy, 31, might get lost in the crowd of 200 or so businessmen lunching in the stylish yet efficient Hyatt Regency restaurant in downtown Houston. He is clean-cut, confident and well-dressed, like everyone else. It might not tell by looking, but there is a difference between Joe and some of the other businessmen: He is worth between \$2 million and \$3 million.

"Optimizing your investments" is Joe's way of describing the route to such success at such an early age. But Joe is not that uncommon in Houston. There are thousands of other young men and women who have made it big in this city through entrepreneurial skills. In fact, many of the people lunching in the Hyatt probably have similar stories. Houston, with its boom-town economy, is a haven for the young entrepreneur.

Some small businessmen get bigger by beginning in service sectors such as window-washing, key-making and even ditch-digging. Sometimes the little ones become national giants: Ninfa Laurenzo turned her tiny Tex-Mex restaurant in a small spot on Navigation Street into a national chain.

Optimum Climate

The climate for the entrepreneur in Houston is now at its optimum because of the great amounts of growth and capital provided by commercial real estate and the oil and gas industries that fire Houston's boom.

How many cities have a center dedicated to helping entrepreneurs establish their own business? Houston does, at least. The Houston Entrepreneurs Center is a 55-office complex designed to provide such services as phone answering, typing, word processing and computerized accounting for the small businessman at prices that beginners can afford. There is also a reference library and it specializes in the how-to's of starting a new business.

Joe Tondy left a highly promising, well-secured position as a geologist for the Getty Oil Company with nothing more than several charts and graphs, three years of solid experience and a lot of confidence. He, like his father and grandfather, believes in free enterprise. "I've always believed there is a great amount of satisfaction to be found in determining your own destiny," Joe says.

A native of Michigan, he was raised in a household where hard work was independence. His father and his grandfather were independent construction contractors near Arcadia, Mich. But for Joe, a key factor that helped him think in terms of his own life was the teaching staff at Houston's Grand Valley State College, which he describes as "inspirational."

Electrified Excitement

"They were the ones that really helped me decide to go into geology," he says. The summer between his graduation from Grand Valley in 1973 and the fall when he began his master's degree work at the University of Texas in Austin, Joe went to work for the Amoco Production Company's Denver geological office. "The minute I was at Amoco, I knew what I wanted to do, and that was the oil business. The people there were so in love with their work, there was an electrified excitement in the air, which rubbed off on me."

In August, 1975, Joe went to work with Getty Oil in Houston in the development department. "This was the first time I got involved with the actual drilling," he says. "While I was at Getty I made more money than any other U.T. graduate."

And that was the turning point for him. "The money I make for others I should be making for myself," he recalls thinking at the time.

He left Getty to begin his own business with a \$1,000 loan. "I didn't even have enough money to pay my rent," he says. "I was living with a good friend who more or less supported me until I got on my feet."

He remembers that his first strategy was to acquire the knowledge of those who had "made it." "That was very important because I learned a lot about the pitfalls," he says. "However, if I knew then what I know now, I would have avoided even more mistakes."

"The main thing I had to learn was how to get investors — drilling money. It takes an awful lot of capital to make the oil industry go. It was really amazing how I did what I did knowing so little. I simply went into this or that office and said I needed so and so map or so and so chart. There were no



Joe Tondy

problems with that aspect of starting out. I was really surprised."

Joe views his biggest coup as a sales pitch he made to Getty Oil. He had acquired a hot prospect that Getty had turned down and he approached Getty with it. "I told them I wanted the right to drill on one of their leases," he recalls. "I convinced them I had the money and ability to develop the acreage, neither of which I really had. In exchange for the right to drill, I was to give them a share of the find."

It all worked out. He sold the lease to an oil broker, and found seven producing wells, which made him \$100,000. With those funds he and another geologist formed the Lexington Company. They drilled seven producing wells in south Texas and were fairly successful. From that venture, Joe rounded up a group of private investors and formed Canadian Longhorn Petroleum. He initially sold \$1 million worth of stock on the Canadian stock market, and in January, 1981, Canadian Longhorn brought in another \$1 million. After Canadian Longhorn, Joe formed Tondy Energy. He has hired a solid staff with strong oil and geological backgrounds.

Classical Entrepreneur

Joe can be classified as a successful risk-taker. He has all the characteristics of the classical entrepreneur: an adventurous spirit, a desire to be his own boss, a need to incorporate creativity into his work and a strong dislike for the slow climb up the corporate ladder.

"I could have stayed with Getty Oil and probably become a vice president by the time I was 55 or 60. But I would have felt too stifled," he says. "As it stands now, I have my own business and I feel challenged, but there is also a strong risk factor to be considered. I could have lost it all with a few wrong moves or not even have gotten off the ground to begin with."

"To be an entrepreneur," Joe notes, "security has to be unimportant to you. My priority has always been to move up, and yes, I guess to make a name for myself. There is a great amount of responsibility that goes along with being an entrepreneur because you alone are responsible for either the success or failure of your business. Most of my success borders on the fact that I took calculated risks. I went to the people who had made it before and asked them questions. I observed how the game was played for several months before I ever put my foot in the water."

Joe Tondy is very aware that the national average failure rate for companies offering new products and services is 65 percent. He is also aware that Houston is a thriving capital for young entrepreneurs in this decade. Its climate makes the person with an idea want to take a chance — call it a gamble. Joe's paid off.

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law firms and internationalism

(Continued from Page 75)

Other attorneys face more routine legal tasks in foreign countries, like the taking of depositions and the completion of document production. "You end up doing things that are pretty domestic, ex-

cept that you are doing them for a foreign client," said Joel Martinez, a Vinson & Elkins associate.

Foreign investors have also shown an interest in Houston's economy. While New York law firms traditionally steered their clients to investment opportunities abroad, the Houston firms now direct foreign clients like Banque de Paris and Tokura Construction Company (represented by Butler, Binion) to profitable real estate and business ventures here.

Though the large firms continue to dominate most of Houston's international legal work, two trends may indicate a change. As legal fees continue to mount, many businesses are following the lead of Gulf Oil and completing more legal work in-house.

Then, too, as some of the big firms relocate their international attorneys to other sections, more work is falling to smaller firms. "There really isn't such a thing as international law," said P. Dexter Peacock, an Andrews & Kurth partner. "There's just such a thing as international jurisdiction."

Preference for Small

His firm prefers to assign their specialists to work with local counsel.

In contrast, Klaus Thoma, a partner of the firm Hollrah, Lange and Thoma, and a West German, believes many foreign clients prefer small firms like his own that specialize in international law.

Mr. Thoma asserts his clients are uncomfortable with big-firm treatment, where their business is parceled out among several sections.

The full service operation — so impressive to American clients — has an adverse effect on foreign clients accustomed to more intimate treatment.

So far, there is plenty of business for everyone, a situation that will continue as long as Houston companies continue to generate international business.

Steve Zamora, a law professor at the University of Houston Law School, says that while his law students are not always attentive in his international business transaction course, "two months after they graduate, they call me. You can't avoid practicing international business transactions in Houston."

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ship channel is U.S. leader in total volume of foreign commerce

By Ryan Bernard

HOUSTON — The greatest barometer of Houston's newfound stature as a world-class city may be found in the 52-mile long ship channel that snakes northward from the Gulf of Mexico to within a few miles of this city's towering downtown skyscrapers.

The Port of Houston has been the third largest U.S. port since before World War II, but in the last few years it has passed all others to emerge as the leader in total volume of foreign commerce. (New York is still the leader in total dollar value of foreign trade.) In 1981 alone, 53.7 million tons of imports and exports flowed through the Port of Houston.

Along its 25 miles of waterfront, dotted with docks, cranes, elevators and warehouses, over 5,000 ships a year now unload cargoes of ore, minerals, foreign steel and imported crude oil. Before returning to their home ports, any of the same ships take on equal quantities of American wheat, corn, chemicals, fertilizers and machinery destined for foreign markets.

Houston's port is the nation's largest handler of imported steel and exported wheat, and it serves as the natural trade funnel for the entire central and southwestern U.S.

It was not always so. When the city founders first advertised their new city in the late 1830s, they proclaimed rather grandly that Houston would be "the great interior commercial emporium of Texas." But there were serious obstacles to overcome. The founders had built their new settlement on a shallow stream called Buffalo Bayou, 50 miles by water from the Gulf. To demonstrate the viability of their new port, they arranged to have a paddle-wheel steamer bring a cargo of distinguished visitors up the muddy tributary, but the boat became so entangled in the mud and vegetation that it took three days to complete the last five miles of the voyage.

Meanwhile, the port of Galveston, 60 miles to the southeast, was busily establishing itself as the pre-eminent shipping center of the Gulf Coast and Houston's main rival. As the natural trade patterns developed in the late 1800s, Houston became a major rail center where cotton and other commodities were shipped, then loaded onto shallow-draft barges bound for ships at the port of Galveston.

A series of important events intervened at the turn of the century, which changed everything. In 1900, a catastrophic hurricane nearly wiped out the city of Galveston. A few years later, oil was discovered in countries surrounding Houston. And, after years of negotiation, Houston enlisted the aid of the federal government in dredging out its shallow bayou to accommodate large ships.

The Port of Houston was established in 1914, and a few years later the first international cargo — cotton loaded on a ship called the Merry Mount — left Houston bound for foreign markets. Within a decade, Houston had become the largest cotton port in the nation, surpassing Galveston itself.

The newly dredged channel soon began to contribute significantly to Houston's prodigious growth by luring heavy industries. The growing oil boom and the easy availability of deepwater facilities led many of the early oil companies to set refineries along the banks of the ship channel. By 1930, nine refineries were churning out gasoline and other fuels and boosting local commerce. Metal fabricating of drill pipe and oilfield structures also became a significant channel industry.

Today, thanks to the channel and its location near some of the world's largest oilfields, Houston has become the nation's largest producer of refined petroleum and petrochemical products. Industry giants such as Shell, Exxon, Gulf, Goodyear, and Dupont have concentrated their major refining facilities in the area, spilling over from the channel to the shores of nearby Galveston Bay and along the Texas Gulf Coast.

A "spaghetti bowl" consisting of several thousand miles of pipeline provide for the efficient, low-cost transport of feedstocks, fuel and chemical products between the 200 chemical plants, refineries, salt domes and gasoline-processing plants in the area. Over half of the nation's petrochemicals and 80 percent of its synthetic rubber are produced locally.

With the channel industries as its base, Houston has become the sixth largest producer of manufactured products (by value) in the country. A 1985 study estimated that the Port of Houston and neighboring industries contributed one-third of each dollar generated by the local economy. Currently, \$15 billion worth of industry is located along the channel, with combined annual payrolls of more than \$2.7 billion and a work force of 180,000 employees.

From its beginnings as a muddy ditch, the port itself has grown in sophistication to rival the facilities at most other international ports. The first containerized cargo in history sailed between Houston and New York in 1956, and Houston began constructing permanent container-handling facilities by the late 60s.

The \$70-million Barbours Cut Terminal, located halfway between Houston and the Gulf, provides three 1,000-foot wharves with six major container cranes, a LASH berth and a hammerhead roll-on-roll-off platform that can accommodate two ships at a time. A modern computer system keeps track of the location, contents and destination of every container in the yards.

Much of the Port Authority's 300,000 TEUs — 20-foot equivalents — of container cargo handled in 1981 was processed through Barbours Cut, and a fourth container berth is scheduled for construction this year.

Most of the port's break-bulk and general cargo is handled upstream at Port Authority wharves in the Turning Basin area, at the head of the ship channel near downtown Houston. Turning Basin facilities include 37 public wharves, two industrial parks comprising 350 acres, and a 6-million-bushel public grain elevator. Construction is scheduled to begin on an additional 800-foot-long general cargo dock some time this year. The Port Authority also maintains a dry-bulk materials handling plant and its Bayport division on the shore of Galveston Bay for handling liquid bulk cargoes.

Private Terminals

These public facilities only represent a fraction of the port's total cargo-handling capacity, however. Of the 13.2 million tons of cargo handled by the port during the first two months of this year, only 2.9 million — 12 percent — were handled by the myriad private terminals that line the ship channel from top to bottom. In addition to the 6-million-bushel public grain elevator, for example, there are another four major elevators that are privately owned.

The Port of Houston has also contributed greatly to Houston's growing international flavor, as the increased foreign trade has attracted flocks of foreign dignitaries and businessmen.

"There are very few international cities that are not port cities," says Port Authority executive director Richard F. Leach. "It is the international commerce that makes a city international. The strength of Houston is in dealing with energy and food, which are pretty fundamental concepts."

The international trade in fuels, grains and raw materials, along with burgeoning communities of immigrants from Europe, Asia and Latin America, has helped attract as many as 50 consulates, including representatives of 15 European nations and such newcomers as the People's Republic of China, Rumania and South Africa. As an indication of Houston's stature in the world of shipping, the Port of Rotterdam recently opened its first overseas trade office here and made it its headquarters for the entire U.S.

For the future, says Mr. Leach, "I expect Houston to continue to grow as a port as well as a city, because they go hand in hand. As the city grows, so grows the port."

Despite the current worldwide recession, there is a great deal of resiliency built into the port and the economy. Even though there has been a major drop in the importation of crude oil, one of the chief commodities handled by the Port of Houston, total cargo tonnage at the port actually increased last year due to a dramatic surge in the handling of imported steel, autos and container cargo.

To encourage further growth of industry and trade along the ship channel, the Port Authority recently organized a Port Development Corporation to issue tax-exempt, low-interest revenue bonds for industrial development. Of over \$1 billion in bonds under consideration, \$253 million have already been issued.

Houston also filed an application with the federal government to establish a duty-free foreign trade zone in the port area, where items could be manufactured and stored free of customs duties until they leave the zone. Once these measures are in place, the Port Authority hopes to generate an additional \$7 million in annual port revenues within five years, create new employment, and increase the amount of cargo crossing Port of Houston docks.

If that happens, the port will continue to assure its position as one of America's top shipping centers and as the dynamo at the heart of the Houston economy.

Those with both the license to do as they wish in this laissez-faire, open society.

No one bats an eye at the Western Heritage Show each year when millionaire ranchers buy and sell Santa Gertrudis cattle and quarter horses inside the Shamrock Hilton Hotel. As the animals are led to the center of the ballroom, John B. Connally, one of the event's organizers, does his best to keep the auction moving. Country music, black tie and cowboy boots, and spending lots of money make this a very Houston evening. Besides, the livestock find the accommodations quite satisfactory, people enjoy rubbing elbows with former Gov. Connally and an indiscreet nod might even get you a \$30,000 bull.

media finds news capital in oil and gas

By Barbara Shook

HOUSTON — Houston is not only the energy capital of the United States, it also may be the oil and gas news media capital of the nation.

At any press conference for a petroleum industry-related company, trade show or technical conference, reporters and editors representing as many as 25 or more local energy media organizations will probably be present.

The most recent survey shows that at least a dozen national and international energy-industry trade publications are based in Houston. In addition, equally as many other oil and gas magazines and energy news services have bureaus or correspondents in local offices.

Both of the city's daily newspapers — the Houston Chronicle and the Houston Post — have reporters assigned to the energy beat, as does the weekly Houston Business Journal.

At the Chronicle, two staffers cover energy fulltime, one concentrating on financial and regulatory aspects and the other specializing in operating and technical developments. Several nationally distributed, general-interest publications including Newsweek and U.S. News & World Report as well as the Associated Press and United Press International also have Houston-based reporters assigned to focus on the energy industry.

Besides these, dozens of newsletters, technical papers and magazines are published by local chapters of professional associations and oil and gas industry trade groups. The largest energy industry publications group in Houston is Gulf Publishing, Gulf has four monthly magazines and three annual catalogs that cover all phases from exploration and drilling through refining and processing.

The flagship magazine is World Oil, covering oil and gas exploration, drilling and production around the world. This is the industry's largest operating segment. It has been publishing since 1916, originally as The Oil Weekly.

Pipeline Industry directs its editorial content more toward transmission line construction and operations, especially natural gas. It also has a strong gas distribution section and often contains articles on non-petroleum pipeline projects such as slurry and industrial gases. Like World Oil, Pipeline Industry covers developments in the United States and around the world.

Another Gulf publication, Hydrocarbon Processing, is probably the leading refining and processing publication in the world.

Gulf's other magazine is Ocean Industry. This publication deals with the full spectrum of offshore oil and gas exploration, drilling, production, transmission and processing.

capturing spirit of free enterprise with speed and bravado

(Continued from Page 7S)

enjoys showy jewelry, expensive cars and mink coats — even in sweltering heat.

Quite simply, it is important to be successful in Houston. Money and success will open almost any door here. The more money and success the better, and more the open doors.

In a city as large and as diverse as Houston, opportunities for success vary drastically. Though it's a shorter hop to the corporate suite from the elegant River Oaks neighborhood than from the poverty of the city's Fourth Ward area, many people believe that anything is possible in Houston.

Even in the midst of a recession that has touched the usually immune Houston with layoffs and a softening in its economy, a series of charity balls this spring raised record amounts of money. The Houston Baller Ball brought in \$385,000, while the March of Dimes Gourmet Gala a week later raised \$325,000.

But the largest money-maker ever is expected to be a joint benefit by the Houston Symphony So-

ciety and the Museum of Fine Arts commemorating the one-hundredth birthday of the late Ima Hogg, Houston patroness of the arts, who willed her home, Bayou Bend, to the museum.

Social Success

Dubbed "An evening of Celebration," the ball, to be held May 14 at Miss Hogg's former home, has already raised half-a-million dollars. When one prominent New York jeweler heard that by March 45 tables at \$15,000 each — that's \$1,500 per person — had been sold, she said, "You've got to be kidding. Oh ... I forgot, that's Houston."

For sure, chairing these charity balls and bringing in the bucks means instant social success. The astute and successful chairman — usually a woman — knows that a few big celebrity names — whether movie stars, politicians or titled Europeans — make for sell-out bashes.

The Houston Grand Opera Ball, this April, just a month before the Ima Hogg ball, raised \$400,000 in part by convincing Luciano Pavo-

tti to sing during dinner. The event also honored Houston socialite Lynn Sakowitz Wyatt, of the Sakowitz store family, wife of Coastal Corporation chairman Oscar Wyatt and Houston's best rendition of a titled personage.

An invitation to a party given by Mrs. Wyatt is almost as sought after as an invitation to the White House. Her seated dinners for 50 at her state home next door to the River Oaks Country Club include the usual old-guard Houston oil families, Houston's new super rich and a smattering of international names — from Princess Grace of Monaco to Mick Jagger.

But Mrs. Wyatt does not entertain only in Houston. Every year on July 16 she throws herself a birthday party at her Cap Ferrat villa where Somerset Maugham once lived. Though she will not tell guests' her age, she does instruct them on how to eat chili and rice, which is prepared in Houston by her cook, Florence Jones, and flown over for the party.

"I have to tell guests to put the rice on the plate first and then put the chili on top because otherwise

they put them side by side," says Mrs. Wyatt, who recalls that one year she omitted the chili and just served French food. "I brought the chili back by popular demand — Prince Ranier just loves it," she adds.

While the Wyatts are busy giving Europe a taste of Texas, people from abroad keep streaming into the Houston business community and often make Houston their home.

One certain way for these non-Texans to feel at home is to find a restaurant near their native land. There are China Garden, Uncle Tai's, Ninf's and The Cadillac Bar (both Mexican restaurants), La Reserve, and on and on from foreign cuisine to places like the New York Deli and the San Francisco Steak House.

Probably the best way to fit into the Houston spirit is first to never utter an uncomplimentary word about the city. It is important to know who Earl Campbell is and how his football team, the Houston Oilers, is doing. It helps to have been to the Astrodome at least once, to be seen grocery shopping occasionally at Jammal's, preferably in tennis whites or warm-up suit, and to receive the Neiman-Marcus Christmas catalog.

Some people have been known to put a University of Texas sticker on their car even if they cannot claim the university as their alma mater. It is better to be from New York than from New Jersey.

Leads in Retail Growth

Indeed, compared to other cities, Houston has fared well during the past decade's turbulence. The cost of living in Houston has climbed more slowly than in the nation as a whole, in part because the retail price of gasoline is up to 40 cents less per gallon than in other parts of the country.

Houston's 4.5-percent unemployment rate is half the national average of 9 percent. Houston has led the country in retail growth, and the average per-capita income is almost \$9,000 after taxes — 20 percent higher than the national average.

Houston's image is changing along with the city itself. With a median age of 27, it is a city for youth. While its skyline boasts buildings like Philip Johnson's Pennzoil Place and other architectural triumphs, many feel that behind the facade Houston is still a rough-and-tumble town. Mayor Whitmire was recently asked how she came to govern such a macho place and replied: "I'm not sure that is exactly the image that ... the citizens of Houston have of our city."

Houston may not be the last bastion of the Wild West, but the dynamism — as well as the energy — of the pioneer days can still be felt. As Philip Johnson puts it: "The spirit of the frontier carries on in Houston."

setting sights on world markets

(Continued from Page 7S)

open at the end of the year. With almost 2 million international passengers in 1980, Houston ranks seventh nationwide in the number of international travelers. Once here, so many executives get around Houston in helicopters that, as one police captain put it, "The skies are as crowded as the freeways."

Real estate is flourishing as well. From the original nine square miles purchased by the Allen brothers, Houston has grown to more than 556 square miles today. Giant construction cranes are seen everywhere. Last year, more than \$3 billion in real estate deals were issued, and buildings are springing up almost overnight from the thousands of small tract houses and semi-detached apartment complexes to massive glass-skinned skyscrapers.

Environment of Tomorrow

A total absence of zoning laws in the city — the only case in the country — makes for this boom in real estate. Buildings can be put up almost anywhere. "The good thing about Houston is that there is so much to be done," says Giorgio Borlinghi, the 29-year-old Italian real-estate magnate. "We are building the environment of tomorrow today."

But Houston's successes have created their own set of problems. Crime, for example, has grown faster than the population and Houston now has the fourth highest crime rate in the United States.

Last year, Houston officially recorded 650 homicides (one per 2,500 inhabitants) and 1,170 rapes. Most women prefer not to go out alone after dark. Many of the assailants are young immigrants or

illegal aliens frustrated in their search for work. And crime is still more tempting because Houston has the lowest police officer to citizen ratio — less than two per 1,000 inhabitants — of any large American city.

Houston's population has grown faster than the city's services and the result is irregular sanitation and a disastrous mass transit and highway system. Traffic jams are a constant headache, with more than 2 million registered vehicles clogging the city's 200 miles of freeways and 150 new cars arriving daily. Houstonians rarely walk anywhere — in summer the heat and humidity make for suffering — and there is a total car culture with everything from drive-in banks to drive-in liquor stores.

Mobility Plan

City and state officials have recently drawn up a regional mobility plan that is intended to ease traffic problems in the next 15 years — at a cost of \$16 billion. The plan, named "Getting Houston Moving Again," involves the construction of 300 freeways and 1,400 miles of new streets.

Air pollution can be severe, compounded by the humidity of the region. Industrial pollution can take more serious forms. In early April, a hydrochloric acid leak from a Houston chemical plant forced the city to evacuate several hundred families living nearby. The new mayor, Kathy Whitmire, was not prepared to say whether any action would be taken after this incident.

Officials are quick to point out that Houston's problems illustrate the inevitable growing pains of a young, somewhat undisciplined city. The paramount fact, they in-

sist, is that Houston is growing, unlike the nation's northern cities.

"It will continue to grow," says Louis Welch, president of the Chamber of Commerce and mayor of Houston from 1964 to 1973. "There will be periods of stress but we will cope."

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CAMERON, WHERE ONE GOOD THING ALWAYS LEADS TO ANOTHER.

Pro

Saudi finds growth for oil revenues in American banking strategy

By Lucius Loman

HOUSTON — His name is Khalid bin Mahfouz. He is a multimillionaire from Saudi Arabia who now makes his home in a tightly secured \$4-million mansion in River Oaks, Houston's most exclusive neighborhood.

He is the son of the founder of the largest bank in the Middle East, the \$15-billion National Commercial Bank of Saudi Arabia. His family still owns the controlling interest in National Commercial, of which he is a senior director.

And, for a time, as part of the Arab plan developed in the mid-1970s to capture a larger share of the revenues from the production of oil — money that until then went to foreigners — Mahfouz became an American banker. He also threw a scare into a few of his new colleagues.

Buys Out Partners

In 1976 the deal was cut. In partnership with another Saudi, Ghazi Pharoan, and former Treasury Secretary and ex-Texas governor John B. Connally, Mahfouz purchased the ailing Main Bank of Houston. But when Pharoan decided to concentrate on his investment in the National Bank of Georgia and Connally chose to run for the presidency, Mahfouz agreed to buy out his partners. He ended up owning 92 percent of the bank.

Then, last summer Mahfouz sold out to a Dallas bank-holding company. In return for Main Bank he received holding-company stock valued at \$22 million. Some local bankers speculated that Mahfouz never really wanted to run the bank, that he just wanted all along to be an investor.

If that was true, and it probably is, Mahfouz knew this much: Banking is a tough profession. Banking, as it is known in the West, is a fairly

recent phenomenon in the Middle East. Commercial banks began to appear in the larger towns in the Gulf countries only in the 1950s. The slowness of their arrival was due in part to the entrenched position of the money changers, who have tried since the time of Mohammed to satisfy Arab banking needs while abiding by the Koran's prohibition against *riba*, charging interest.

Oil Brings Change

The arrival of the oil wealth of the last decade changed all that. Saudi Arabia's wealth held abroad jumped from \$2.3 billion in 1972 to about \$150 billion by mid-1981. According to *The Economist* magazine that alone is enough to buy all the 50 largest banks in the world. Yet none of those 50 is Arab.

Determined to keep more of the oil revenues siphoned off at either end of the long oil production line — from financing to exploration to refining to investment — Arabs became interested in banking.

But a domestic bank can make an annual 50-percent return on capital doing business at home in Saudi Arabia. Arabs, particularly Saudis, are considered conservative businessmen, and international banking has in the past been an alien concept to them. Before entering this market they insisted that international banking be like any other foreign investment — above all, safe. So they developed a plan.

The domestic Arab banks chose not to go directly into international commercial finance. Instead, they banded together to form consortiums to fund new international banks. They included Western bankers — Dutch, French and American — as partner-shareholders, to provide the necessary expertise.

An example is UBAF Arab American Bank, with headquarters in New York. It opened its doors in 1976, and today it is the 46th largest Arab bank with \$900 million in deposits. Holding 5 percent of its stock is Houston's large bank-holding company, Texas Commerce Bancshares. Another 5 percent belongs to California's most profitable bank, Security Pacific. The rest of the stock is owned by Arab banks from across the Mideast.

Institutions like UBAF Arab American was where the Arab bankers chose to gain a foothold in international commercial finance. Individual Arabs like Mahfouz chose a different route.

When Mahfouz, Connally and Pharoan joined forces to buy Main Bank, Connally was criticized by Houston bankers for directing the Saudis to the investment. The Houstonians feared, as one of the city's international bankers put it, that "Mahfouz's Mideast connection" would force local banks out of their profitable international market. They were relieved to find that the bank's emphasis remained on local banking during Mahfouz's ownership.

The Houstonians were correct that banks are attractive targets to the Arabs. Typically Arab businessmen do not go for spotlight investments, as have Europeans in Houston, who may have to show a picture of the property to their partners at home. The Arabs seem to be answerable only to themselves. They are drawn to the banks as low-key, almost invisible holdings.

In Houston, one Arab-American Chamber of Commerce official has estimated that Arabs have \$1 billion invested in total, in everything from real estate to refinery stock to, of course, banks. The majority of the acquisitions have been done through firms with headquarters in New York, London, Houston and the West Indies.

But of the 64 foreign banks doing business in Houston at the beginning of the year, not one was Arab. And Saudi Arabia's National Commerce Bank, for reasons known only to its directors, recently brought home its lone official in the city.

Moderate Impact

Despite this relatively moderate Arab impact, warnings have been sounded in the United States. In 1979, Senator H. John Heinz 3d from Pennsylvania cited statistics that foreign banks made more than 15 percent of all big U.S. business loans. The percentage is higher in New York, California and Texas, he said.

He continued: "And with petrodollars piling up, individual buyers may become a new force. These buyers are essentially beyond our jurisdiction and beyond our control. It is likely that the prospect of both direct and indirect financial and political influence will convince wealthy Arab businessmen that United States banks are good investments."

They may be good investments. But so far, the senator's fears of "influence" and "control" have not been justified.

This distrust of foreigners has been particularly directed against the Saudis, because they are the wealthiest and most visible. But the one place Saudis have remarked they do not experience the "xenophobia factor" is Houston. They theorize that it is because Texans and Saudis are both *nouveaux riches* who lucked out by living on top of ground filled with oil.

Dr. Ghazi al-Gosabi, Saudi Minister of Industry and Electricity, joked about the issue in an interview with *Saudi Business* magazine. Despite their new wealth, he said, "both Texas and Saudi Arabia are countries who want to be friends with the United States."

conservative mayor mirrors achievements of a city on the move

By Ryan Bernard

HOUSTON — The new mayor is unlike anything Houston has ever seen before. She's a woman, for one thing; a petite, 35-year-old blonde named Kathy Whitmire, who is only the third woman in history to be elected mayor of a large American city.

In office since last January, the mayor symbolically represents everything that Houston has become over the last decade: young, prosperous, politically conservative and socially liberal. A former accountant, city controller and an acknowledged feminist, she won the mayor's race despite being outspent two-to-one by her powerful rivals and did it by promising Houstonians she would make their government more efficient and businesslike.

In comparison, the men she defeated — former mayor Jim McConn and county sheriff Jack Heard, both paunchy and middle-aged — represent everything that Houston once was. For decades, the Houston city hall was controlled by something called "the good-old-boy network," a loose coalition of lobbyists, special-interest groups (usually real-estate developers), councilmen and entrenched city department heads, which was usually successful in getting its candidates into the mayor's office through well-financed, well-oiled campaigns.

'Instead of being a reactive city council ... the council saw that important things got through.'

Thanks to an electoral system that allowed city council candidates to run for office "at large" rather than being elected by districts, special interests found it possible to pack city hall with people they could trust to run the city the way they wanted it to run. The preferred style of government was one that shunned planning and regulation. To many real estate developers, government planning was anathema, because it meant the government would be telling them where and how to build.

Consequently, over the last decade, Houston has grown from a fairly pleasant city into a sprawling, unzoned behemoth that is choking on its own growth. Migration into Houston over the past decade has been enormous — at times reaching an average of 9,000 a month as job seekers poured into the city from across the nation, attracted by the city's booming economy and lucrative pay scales.

The boom came as no surprise to private planners, but it seemed to have caught Houston city government with its back turned. Many of the Houston's streets and freeways, designed for the traffic loads of the early 70s, are now seriously jammed for a major part of every day. Houston's water and sewage facilities are outmoded, resulting in occasional water rationing and a construction moratorium in some parts of the city that has lasted nearly a decade.

The local storm drainage system has been so swamped by all the new development that a mild rain can send floodwaters backing up into hundreds of living rooms. The Houston Police Department is so understaffed and poorly managed that it often takes over a half-hour to respond to the most serious emergencies. Houston's mass transit system is a crippled and outdated fleet of 550 buses, has been in chaos for years. By the end of Mr. McConn's term in 1981, it was clear that Houston was growing out of control; that the old way of doing things had resulted in chaos; and that it was time for a change.

Promising Turnabout

Fortunately, several things have happened that may bring about a promising turnabout in the city's fortunes. One of the most important changes came in 1979, when the U.S. Justice Department declared that Houston's minorities were under-represented by the "at large" system of electing city council members. After some wrangling, the city and the federal government agreed on a system whereby the council would be expanded from nine to 14 seats, with nine elected from districts and the other five chosen at large.

Within the span of one election, the Houston city council suddenly changed from a group of mostly white middle-class businessmen to a mixed group including two women, three blacks and one Mexican-American. Within a few months, the new council promptly passed — over the howls of the business community — a landmark billboard ordinance limiting what one council member called "the visual pollution" along Houston's crowded roadways.

The council quickly followed up with a series of new ordinances tightening fire codes, promoting historical preservation and permitting flood-donation of city water. "Instead of being a reactive city council ... rubber-stamping everything, the council in early 1980 became initiators and saw that important things got through," asserts Councilwoman-at-large Eleanor Tinsley, one of the new faces. "I think people now are better represented than they were before and that citizens are closer to city government."

With the enormous migration over the last decade, the political complexion of the voters has been changing as well. "The type of people who've moved in generally speaking have been white, young and highly educated," said Jan van Lohuizen, vice president of Tarrance and Associates, a highly respected Houston polling firm, "and because of that, the city has acquired a very conservative political flavor and become more Republican than it used to be."

Image of Conservative

Mr. Lohuizen believes that this new group more than any other was responsible for bringing the new mayor to power. Though Mrs. Whitmire did not clearly identify with any political party during the election (party affiliation is usually negligible in city politics), she successfully projected an image as a fiscal conservative and a good manager.

"The cutting issue was basically competence," Mr. van Lohuizen affirmed. "Whitmire was really the first mayoral candidate that represents the new immigrant to the city. Whether or not that will hold true in the coming years is hard to say, but if immigration continues, you would expect the new immigrants to start taking on a larger, more important position in city politics, which could be a very significant change in the next 5 to 10 years."

There is some hope that the trends that brought Mrs. Whitmire and the new city council to power may result in a new era of more responsible and responsive local government. But Mr. van Lohuizen thinks it will be at least a decade before any results begin to show.

"The start-up times for the solutions are so long that before they have an appreciable effect on the problems at least 10 years will go by," he said. "Another thing is that, because of the civil-service system, it is very hard to bring about rapid changes in the city administration. It's extremely hard to get rid of a department head. Another problem is the two-year [mayor's] term: it takes several months for a mayor to get her feet on the ground, then she has a year or so to be a mayor before she's up for re-election. So there are a number of things that are going to make it very hard for Whitmire to make a dent in the problems in the short run."

Fortunately, Mrs. Whitmire shows a clear eye for the problems. In her first few months as mayor, she has moved fairly quickly to make department heads more accountable to the mayor, stacked the civil service commission in her favor, appointed nationally renowned administrators to head the police department and transit authority and backed a \$6.2-billion Chamber of Commerce master plan to revamp Houston's traffic and transit system.

FINANCE holding companies in 'world's best banking market'

By Lucius Loman

HOUSTON — Houston Oil & Minerals is the legend among Texas wildcaters.

Described by *Fortune* magazine as the "nation's standout small exploration company," the price of its stock has risen by almost 5,000 percent since 1973. Its revenues have gone from \$1.5 million in 1970 to almost \$450 million in 1980. Still, despite this phenomenal success, the company began the decade with an equally large debt — \$450 million — accounted for in part by drilling expenses that can be as much as \$1 million a day.

The company was strapped for cash. It did not, however, turn to the banks for more loans.

Instead, Houston Oil accepted a friendly merger bid from Tenneco, Inc., the huge energy conglomerate. The \$2-billion deal meant more oil and gas for Tenneco and cash that will allow Houston Oil to continue its energy exploration.

It is a sweetheart of a deal for both companies and is also an example of corporate finance as practiced in Houston. Which is not to say that Houston banks are not impressive in their own right. In 1970, none of the Texas banks were close to being among the 20 largest in the nation. As much as

any one reason, Texas state law was responsible. It prohibited branch banking. In fact, it prohibited the same bank from having more than one office even in the same city. But congress passed the Federal Bank Holding Company Act that year and Texas banking will never be the same.

Banking Competition

For the first time, the law allowed establishment of holding companies, which were permitted to buy up competitors within the same state. The laws' practical effect was that Texas's major banks became huge capital conglomerates capable of competing for the big, profitable commercial loans made by the heavy-hitters of the U.S. financial world, the banks of California and New York.

Houston bankers were the first in Texas to take advantage of the change. The acquisitions began almost immediately, and they have not stopped yet.

Today, Houston has seven of the nation's 200 banks of \$1-billion-plus assets. Of the \$90 billion deposited in Texas banks during 1980, 17 percent of the money was held by Houston's top two bank holding companies alone. And, by the end of the decade those two companies, Texas Commerce Bancshares and First City Bancor-

poration of Texas — most recently ranked 20th and 23d in size in the nation — are sure bets to crack the top 20.

"Texas is the world's best banking market," announced Jack Hyzer, a vice president of the investment firm of Rauscher Pierce Refsnes, Inc. Earnings per share of the major holding companies in the state rose 21 percent in 1980 and are estimated to have gone up 25 to 30 percent in 1981. Even the rest of the country slid into a near depression — including a downturn in the energy industry — the holding companies' profits are expected to improve as much as 15 percent in 1982.

Last year was the record year for acquisitions, but 1982 is continuing apace. One of the state's most fiercely independent medium-sized institutions, Dallas's \$410-million Preston State Bank was gobbled up in April by Southwest Bancshares of Houston. Southwest at the same time acquired the Houston area's second largest independent, valued at \$240 million.

"The Houston energy industry leads the economy and continues to increase profits," said Southwest's chairman, John Cater, when asked about the climate for banking in the city. "Commercial construction, perhaps the biggest indi-

cator of industrial growth, is well above the national average."

Actually, apartment construction in Houston is stalled and home building has dropped to only a moderate pace. But as Mr. Cater said, office construction, always a good indication of what business thinks of Houston's prospects, continues to be astounding, with one square foot of office space under construction for every four feet already in existence. Mr. Cater predicted that the city will have \$3.9 billion in commercial construction in 1982, compared to \$3.66 billion in 1981.

"Not even Houston is immune to high interest rates," said Tom King, president of the Texas Savings and Loan League, the state thrift institutions' lobbying arm. But noting that the city's employment rate is still good — up an average 6 percent a year since 1975 — Mr. King said not all is lost.

Mr. King, vice president of a large Houston savings and loan association, said construction of new homes is enough to keep thrift institutions, most of which are heavily committed to old mortgages at low interest rates, out of the red. He did predict, however, more "shotgun marriages" of ailing savings and loans with wealthier partners.

Banking and finance in any city

is a reflection of all business activity, and Houston's success has not gone unnoticed. No out-of-state institutions yet offer full-service commercial banking in Houston, but 116 out-of-state banking organizations now have offices in Texas, mostly in Houston and Dallas.

Outside Interests

In California, where in many cities there is rent control, the liberal complaint has become that real-estate money is leaving the state for Houston, where there is not even zoning, much less rent ceilings. But these outside interests have not been limited to other states. In 1976, there were 15 foreign banks in Houston. Today there are 64.

A few years ago, Dolph Briscoe, the then-Texas governor, was asked his feeling about the influx of foreign money into the state. His response was typically Texan: "Texas was developed by foreign capital," the rancher-banker-politician replied. Mr. Briscoe noted that the ranching industry of the West Texas panhandle was developed by British capital. "Texas has always been and is today a capital-deficient state," he said.

With all the ideas for making money, needing money to get a start, the governor was probably right. The official position of the present state and city administrations echo Mr. Briscoe's sentiments that dollars coming into Houston from abroad free local money for use in other investments.

In line with that thinking, West German and Dutch investors have been buying downtown office developments from their original developers to be used as rental income. Shell Oil's pension fund is rumored by one former Chamber of Commerce official to have \$1

billion in investments in the state, primarily in Houston. The largest foreign investors have been insurance companies, pension funds and banks, with the West Germans in the lead overall.

Still, oil-rich Mexicans are buying condominiums right and left and sometimes still flying up from Mexico City to shop. And the British are not far behind, with Coldwell Banker making a tidy sum from providing interim financing of construction. The British post office's pension fund has also financed a multimillion-dollar shopping area next to Houston's Galleria mall.

Recent Banking Changes

Banking in Houston, as in the rest of the United States, is going through some tough changes. They are having to shift to computerization, larger lines of credit and more sophisticated marketing campaigns to cut costs and to keep pace with new competitors. The recent deregulation of allowable interest rates paid on deposits means that banks and savings and loans now compete against each other for depositors. Both must offer higher interest to consumers to attract their money.

The savings and loans, now no longer restricted to offering mortgages, are becoming more like banks in services offered. The larger banks in Houston are meeting the changing times by growing larger still through acquisitions, thus insuring a supply of money to lend. The mid-size banks are shifting to banking on the European model, cutting deals themselves or being bought up.

And the small independent banks that the state legislature sought to protect by prohibiting branch banking are, increasingly, disappearing.

cutting U.S. energy imports

(Continued from Page 75)

the threat of the Soviet Union. Though the Soviet Union has vast reserves of oil and gas, a large portion of these are undeveloped and in remote areas or will require considerable technical expertise to exploit.

"We are not finding as much oil and gas as we need, the nuclear industry is shut down and coal is in the doldrums," he said. "I am pessimistic that we are not going to find enough oil and gas to meet the expected 1990 demand of 70 million barrels of oil a day. Gas production now is about 14.3 billion cubic feet a day and needs to be 200 billion cubic feet a day in 1990."

The fact that prices are even lower and supplies are more abundant than previously forecast levels is delaying the development of alternate energy sources such as nuclear power plants, shale oil and coal gasification facilities, geothermal and other projects in the United States, he pointed out.

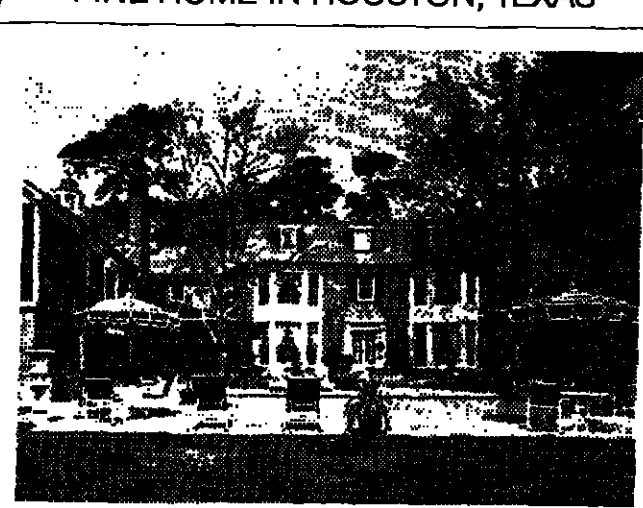
"The Reagan administration or the industry or both are making a real mistake in cutting back on alternate projects," Mr. Keplinger said. "We need to be doing the research and development now."

American corporations also must make better efforts to understand economic systems in other parts of the world to work within, not against, these systems, he said.

Mr. Keplinger also suggested that businesses give more consideration to the long-term ramifications of their actions.

Mr. Keplinger also recommends an expanded role for the U.S. business community — to do a better job of educating the public about its operations. "Businesses need to explain what profits are, not just how much they are," he said. "We have a society where business, government, and individual interest can coexist and be mutually beneficial to each other. It is an opportunity that exists nowhere else in the world."

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Houston

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MEDICINE

29 institutions make up a mecca of medical knowledge

By Joan Coffman

HOUSTON — Last July, in a 55-hour operation, an artificial heart was implanted into the chest cavity of a Dutchman, Willem A. Meffels, 36, at the Texas Heart Institute in Houston.

Mr. Meffels was one of more than 1,100 patients to participate in the Dutch Airlift Program, which brings Dutch heart patients to the Texas Heart Institute for cardiac surgery.

Although Mr. Meffels died a week after the surgery, the artificial heart performed well, giving the surgeons critical time to locate a human heart to transplant.

Life and death for Mr. Meffels — and 75,000 others, including patients, families and health care professionals — unfolds daily at the 29 institutions comprising the Texas Medical Center.

Since its inception 40 years ago, the center, now spanning a 353-acre area, has become one of the most comprehensive meccas of medical knowledge in the world.

Figures released by Texas Medical Center, Inc., the coordinating body of T.M.C., state that 142,726 hospitalized patients, from nearly

every country of the world, were treated at the complex in 1980. In addition, more than \$86 million was spent on research for 1,344 research projects.

Second Largest Business

Medicine is now Houston's second largest business, trailing the city's petrochemical industry. Last year, T.M.C. had an economic impact of \$1.5 billion on the Houston economy. Additionally, the T.M.C. 1980 annual report estimates that the center will grow 50 percent during the next decade.

Jane Brandenberg, director of academic and public affairs at T.M.C., Inc., said, "I don't think there is a medical question in the world that isn't being examined at T.M.C. — from genetics to sophisticated neurophysiology."

But, says Mrs. Brandenberg, the *raison d'être* of T.M.C. is the patient.

Four general-care hospitals, two heart institutes, a crippled-children's hospital, a cancer hospital, an institute for mental research and long-term rehabilitation center offer patient care.

Probably the two most famous T.M.C. physicians are the arch rivals, heart surgeons Denton Cooley and Michael E. DeBakey.

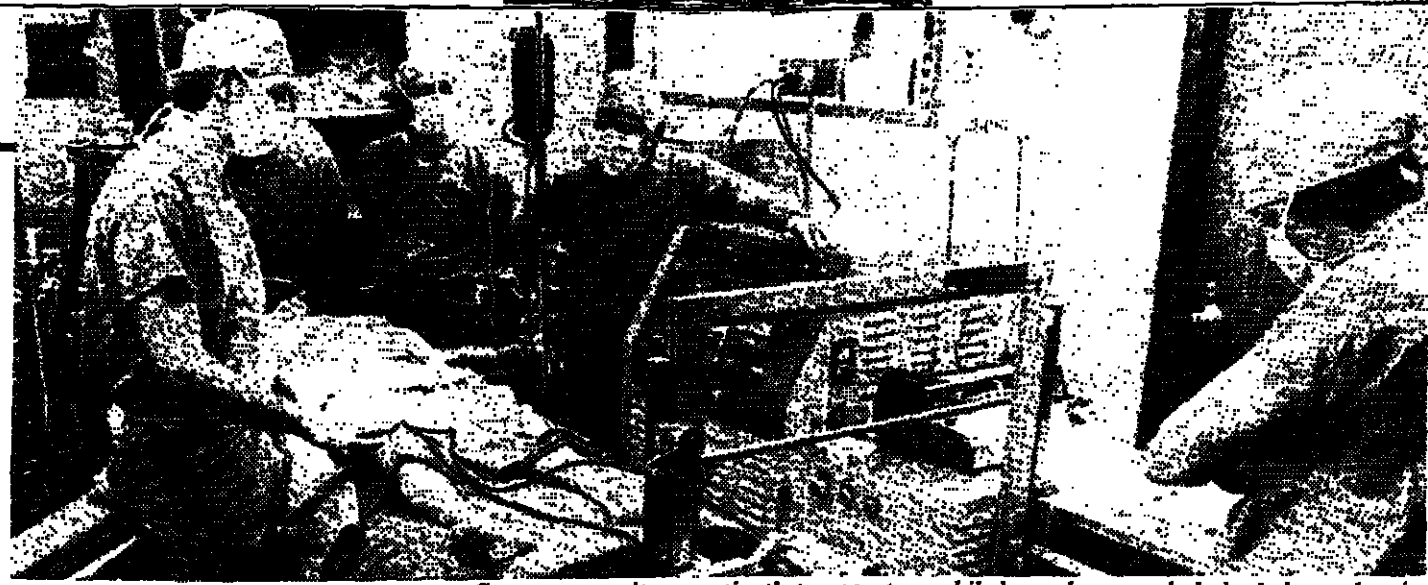
Dr. Cooley, who was Mr. Meffels' surgeon at the Texas Heart Institute, said: "We did a successful transplant in 1968 and we were the first institute to implant an artificial heart into a man in 1969. To date we have implanted three artificial hearts, and we are continuing our development."

About half a block from the Texas Heart Institute is the National Heart and Blood Vessel Research and Demonstration Center — Dr. DeBakey's domain. Dr. DeBakey is chancellor of Baylor College of Medicine and chairman of its surgery department.

Growth in Research

Dr. DeBakey recalls that when he arrived in Houston in 1948, to be chairman of the department of surgery, he was one of two people in the department. Since then, Dr. DeBakey and his team of researchers have pioneered a treatment for an aneurysm of the aorta, or a weakening of the wall of the artery, and developed the coronary bypass surgery.

Dr. Cooley, a former colleague of Dr. DeBakey, left in 1960 and founded the Texas Heart Institute, where he is surgeon-in-chief.



Surgeons monitor a patient's temperature while he undergoes whole-body hyperthermia.

key, left in 1960 and founded the Texas Heart Institute, where he is surgeon-in-chief.

In addition to cardiac-care procedures, T.M.C. breakthroughs include the installation of the world's first medical cyclotron for cancer radiation therapy at M.D. Anderson Hospital and Tumor Institute, the use of the argon laser, a fluorescent tube with argon gas for certain types of skin cancer and scars, at the Methodist Hospital, and the injection of synthetic growth hormone for unusually short children at Texas Children's Hospital.

How has all this been possible? Why has T.M.C. mushroomed from its humble beginning as a one-institution complex, the Baylor College of Medicine, to the world's largest medical center — from prairie land, with oak trees and grazing animals to high-rise buildings and parking garages?

Mrs. Brandenberg replies, "Perhaps because of the oil money, perhaps because of the tradition of philanthropy in Texas, support to the various institutions has been very generous. What the early planners of the medical center envisioned as a three-to-four room hospital complex with lots of trees and parkland has turned into a medical wonderland."

The center's growth began in the early 1940s with the donation of a \$20-million estate from bachelor cotton merchant, Monroe D. Anderson. Through a special city election, a tract of 134 acres of land in southwest Houston was designated to become T.M.C.

Dr. R. Lee Clark, the first director, needed money to build a blood services lab at the hospital. "He went to lunch with philanthropist Corbin Robertson, and came back with \$3 mil-

lion; where else but in Texas can you do that?" said Mrs. Brandenberg.

And Dr. Cooley describes philanthropist Hugh Roy Cullen as "the grandfather of the medical center." From 1946 to 1948, Cullen gave several million dollars to get the center off the ground. Additionally, in 1966, the Ray C. Fish Foundation provided \$5 million for the Texas Heart Institute.

Dr. Cooley maintains that the medical center is able to attract qualified professionals from all over the world, as well as patients worldwide, because "of the recognition of work, interest and effort at T.M.C."

"I think the medical center is rolling down the hill like a big snowball — and will get bigger and bigger in the years to come," Dr. Cooley said.

developers of residential and commercial real estate investing with unrestrained optimism

By John Taylor

HOUSTON — At a time when the American housing industry faces its gravest crisis since the Great Depression, commercial and residential real-estate developers in Houston are building with almost unrestrained optimism — and understanding.

Since the turn of the century, the population of Houston has doubled every 20 years, creating a housing and construction boom that continues today. In 1981, the six-county Houston metropolitan area led the nation in housing starts with an estimated 44,000 units. In the same year, Houston issued more than \$3 billion worth of building permits, making it the nation's leader in that category as well.

Steve Shepherd, marketing director for the development firm of John McKim, says: "The real estate explosion is due to the fact that, for one thing, Houston has zoning laws, making it a fertile ground for development. For another, petroleum wealth has created a great amount of money for investment and the risk-taking attitude to go with it."

Feared Pich

Houston's commercial construction has reached a fever pitch. Construction is currently under way on more than 100 office buildings, 13 high-rise condominiums and a dozen hotels. Tenants are absorbing the space almost as fast

as developers are building it. Unofficial tallies show that roughly 18 million square feet of office space were completed in 1981 — more or less equivalent to nine building 100 stories tall.

At the same time, absorption rates are running at an annual rate of approximately 11 million square feet, and so, as William Berry, president of Property Research & Investment Consultants, Inc., points out: "We only have about a six-month supply of space now available."

In Houston's central business district alone, 12 skyscrapers are going up. The cost of land and rental rates have kept pace with the record-breaking demand for office space. Land in the business district now ranges from \$200 to \$750 per square foot — more than double the price three years ago. Rents for prime downtown office space run from \$15 to \$27 a month per square foot and average more than \$21. Rents for currently available space at the new Texas Commerce Tower have climbed to \$26 per square foot. Even at such steep prices, overall occupancy for buildings in downtown Houston stands at just over 99 percent.

The frantic pace of construction has markedly altered Houston's skyline and more change is just over the horizon. Indeed, a sort of skyscraper contest is now under way, similar to the who's-the-tallest competition that changed Manhattan's skyline 60 years ago. Currently the Texas Commerce

Tower, a slender, five-sided structure designed by L.M. Pei, stands higher than any other Houston office building. The Commerce Tower is the tallest building outside New York and Chicago but it may soon be edged out of first place by the Campus Building, a proposed 80-story structure now in the pre-leasing stage with construction due to start this summer.

Houston's lucrative real-estate market has attracted foreign investors from places as diverse as the Middle East, Japan and Britain. More than 20 percent of the city's prime real estate is controlled by foreign interests, according to one account, including such landmark buildings as One Shell Plaza, the Saks Fifth Avenue Center and the twin trapezoidal towers of the Pennzoil Building.

Foreign developers have moved into Houston as well. Giorgio Borlenghi, the Italian developer, is putting the finishing touches on his \$100-million Four-Leaf Towers, a pair of 40-story luxury condominiums. But the bulk of the real-estate is still controlled by U.S. investors, including insurance companies like Prudential and Metropolitan, various pension funds and a handful of powerful independent owners, the most prominent of whom is Gerald Hines.

Skyscraper fever in downtown Houston is only one feature on the city's multifaceted real-estate map. Many commercial developers see the real future in the small-to-me-

dium-scale office buildings that are springing up in suburban locations miles from downtown. Kenneth Lehrer, a financial planner for Allison-Walker Interests, Inc., calls these suburban commercial properties the "adventureland of development."

Mr. Lehrer says that these mini-business districts have created a "downtown" atmosphere away from the congestion of central Houston. As a result, workers live nearer their homes, avoiding the large part of Houston's notorious traffic jams. In turn, that permits the city to distribute its growth over a wider area and ease the burden of its already overloaded infrastructure, particularly its roadways, garbage disposal and water works.

Developers are packaging these suburban downtowns as small-scale urban centers, designed to include not only office space but hotels, retail outlets, restaurants and entertainment facilities. In addition to its office buildings, the Galleria area has four major hotels, more than 12 restaurants and more than 200 shops, including sleek boutiques like Gucci and Cartier. The confined and self-contained arrangement is particularly appealing to foreigners unfamiliar with Houston's overwhelming central business district. Last year foreigners reportedly accounted for almost 50 percent of the retail trade in the Galleria area.

Mr. Borlenghi, who hopes to

cash in on the suburban center trend with suburban condominiums, affirms: "It's a rediscovery of the urban center as it was in Europe. You'll live near where you work. You won't have a downtown that's deserted at night and then a distant residential satellite."

Critics charge that the suburban office centers have simply introduced into unprepared residential areas the congestion of a midtown business district. They point to areas like southwest Houston, a formerly residential location where as many as 150 multistoried office buildings have been built in the last decade, including such large-scale projects as architect Philip Johnson's Post Oak Central, a three-building complex, each 24 stories tall. The area's roads have not been expanded enough to carry the loads they must now bear — and lengthy traffic snarls are routine.

Rapid Pace

But Houston's total absence of zoning laws means that the trend toward suburban office centers will undoubtedly continue. As long as developers comply with basic building codes, they can put virtually any building — from a luxury hotel to a pornography bookstore — in any place.

Consequently, construction in

suburban areas including Westheimer-Gessner, Galleria to the south and Greenway Plaza to the west, is proceeding even more rapidly than in downtown Houston. Land at such prime suburban locations costs as much as \$250 a square foot — approaching downtown prices — while in outer suburbia it sells for between \$5 and \$25 a square foot.

Throughout Houston's suburbs, the land is going commercial fast, seemingly regardless of the price. According to a report by Property Research and Investment Consultants, more than 64 million square feet of leasable commercial space had been completed in the suburbs as of July, 1981. More than 94 percent of that property has been leased, with rents ranging from \$12 a month per square foot up to \$50 for the most sought-after locations.

Residential real estate is doing almost as well. In the past 10 years Houston's population increased by more than 500,000. To meet the demand for new homes developers built 249,661 houses and apartments in that period. And while the housing market is now soft, real-estate analyst Steve Shepherd points out that if interest rates drop to acceptable levels, there is a large pool of middle-class Houstonians ready to buy houses.

In recent years, however, Houston residential developers have moved away from single family dwellings toward the construction of low-cost apartment complexes. That trend is typified by Harold Farb.

Mr. Farb, a Houstonian, controls companies that have developed more than \$1 billion worth of office, hotel and retail space. He manages 20,000 apartments and could well be the largest independent apartment operator in the world. Last month, in a development viewed as significant in Houston real-estate circles, he announced a massive construction project that involves erecting 25,000 apartment units over the next 10 years at three Houston locations. "After two years when financing has been bad it's beginning to break," he said. "We are seeing some daylight. I'm optimistic."

Other residential developers have also begun furiously building low-cost apartment complexes. Construction is under way around Houston on more than 15,000 apartment units that range in style from mock-Tudor to neo-colonial to Bauhaus minimalist. Houston's Chamber of Commerce predicts that construction will start on an additional 18,000 units by the end of the year.

Given the current United States recession and the worldwide oil glut — with its dampening effect of the energy industry — some market analysts fear that Houston real estate developers might have overbuilt. Mr. Borlenghi, for example, built his luxury condominiums on speculation and, according to industry sources, he is having difficulty filling them. William Berry of Property Research says: "Some buildings [in outlying suburban areas] are still sitting there without a tenant for so much as one square foot of office space a year after completion."

But developers say there is a temporary fluctuation in demand. Overall absorption of suburban office space in 1981 was the highest ever: 10.1 million feet. And according to a report by the Office Network, Inc., the rate of absorption should increase by 14 percent over the next year.

The future of Houston's real-estate market hinges completely on the future of energy and American energy policy. Mr. Berry notes: "Natural gas is now being slowly decontrolled. And total decontrol would mean a big increase in demand for downtown and suburban office space."

And that, of course, would boost the demand for more housing.

proudly and unabashedly a place for retailing

By Sharon Donovan

HOUSTON — Whenever you see this city's skyline, you see a pickup truck with sun racks, corporate cathedrals worshipping the bottom line or a medical center where miracles are performed. Houston is unabashedly, and proudly a place for getting ahead.

Along with the oil magnates and banking barons, retailers have found this to be true as well. Houston retailers, who like to call the city the buckle of the Sun Belt, are drawn here because, as one University of Houston professor said, "You are not plagued by government, you can put your store where you want, taxes are low and people have money." That, in a nutshell, describes the retailing climate of Houston.

An authentic touch of Texas has great bearing on the retail market — western-wear emporiums such as Cutter Bill's and Stetson's, as well as the special departments within the larger stores provide a texture of the country and western that separates Houston from other cities, while oil money provides the city's economic base.

The western influence in dress, of course, is pervasive in Houston, and always has been. Although ranchers and rodeo riders have always worn the western roundup look, the movie urban cowboy gave it considerable notoriety throughout the world.

In 1980, the most recent year for which figures are available, the Houston-Galveston Standard Consolidated Statistical Area ranked seventh in retail sales among 24 areas of U.S. metropolitan areas with populations of 1.5 million people. With a retail sales volume of \$18.1 billion, this represented an increase of 62.5 percent over 1977. Projections into 1985 forecast a 59.5 percent increase of retail sales volume, which is expected to hit about \$36 billion and boost Houston's ranking to fifth place.

Retail sales per household — which breaks down to purchases by local residents, visitors, busi-

nesses and government — was logged at \$15,920 in 1980. This put Houston first among the 24 areas and represented a 31.8-percent increase over 1977. By 1985, the retail sales per household is expected to be \$25,816, with Houston again earning a position in first place with a projected 62.2-percent increase over the five-year period between 1980 and 1985.

While Houstonians' spending patterns contribute to the boost in

retail sales, shopping centers — now numbering more than 200 — with about 200,000 square feet of space under one roof make it especially convenient for the consumer to spend. At least 18 of Houston's shopping centers are considered major malls with at least 1 million square feet of retail space.

Pre-eminent among these shopping malls is the Galleria, which observers say typifies the city. Containing everything that embraces

the American spirit — climate control, piped-in music and beautiful people, it's Houston's cathedral.

Houston Center, which will eventually cover 33 city blocks, will be developed over a 10- to 15-year period. And retailing is expected to occupy a considerable share of that space, along with offices and hotels, as well as some residential properties and cultural and entertainment properties.

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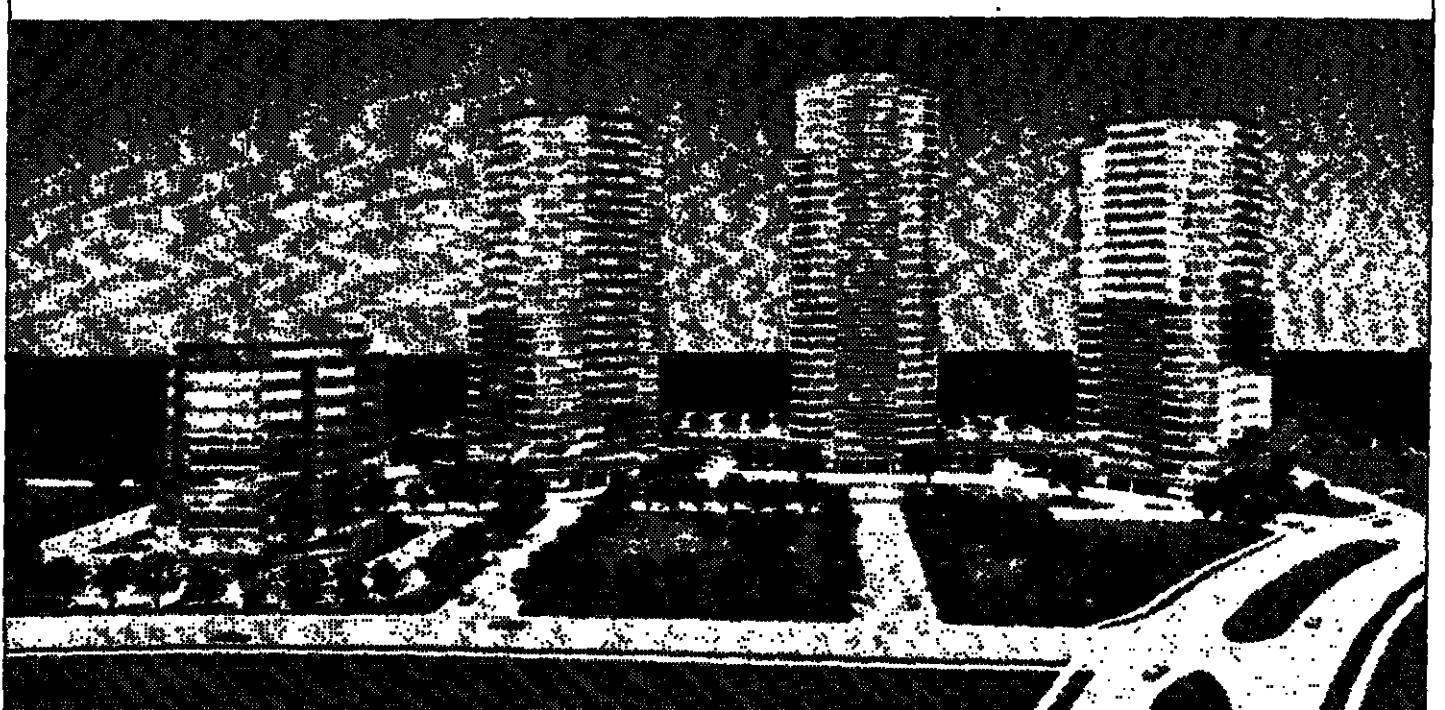
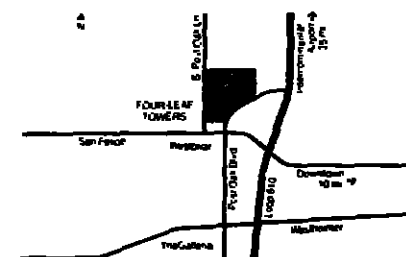
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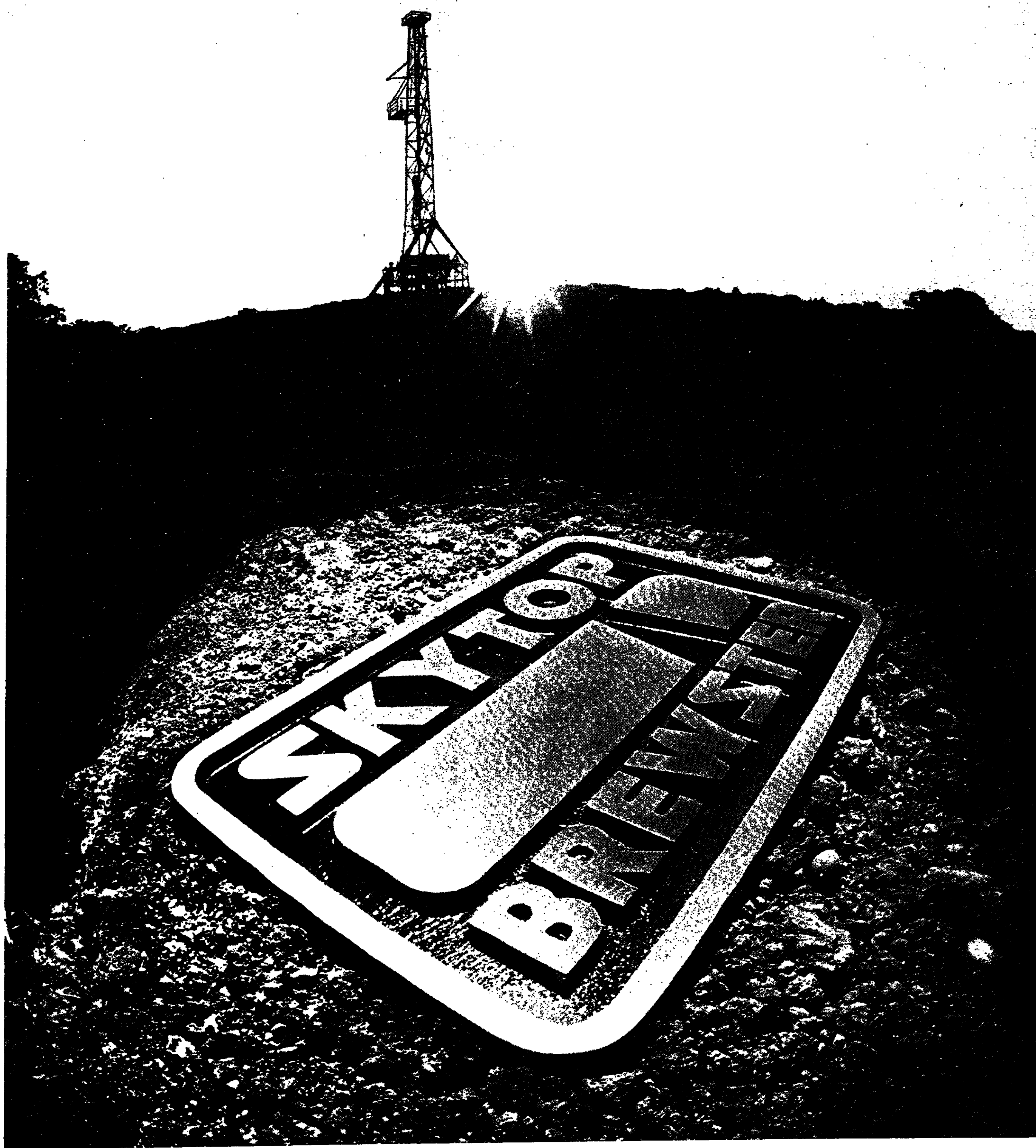
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AM International's Debt Petition Proves Time Does Not Stand Still

By N.R. Kleinfield

NEW YORK — In 1893, an inventor named Joseph Duncan breezed into Chicago to find his fortune with an automatic addressing machine. He sold a dozen of them in a year and was heartened enough to form Addressograph Co. in 1896.

Meanwhile, Henry Gammer had concocted a machine that could print a complete line or a complete page of characters at a single stroke, rather than mincing along a character at a time. In December, 1902, he formed American Multigraph Co. in Chicago.

For several decades, the two companies — and many others — followed separate ways, though their products often churned away side by side in offices. It was a logical marriage, then, when the two joined forces as Addressograph-Multigraph Corp. in 1930.

It was the start of one of the best-known companies in business annals. Its embossed metal address plates were once as common as business cards in offices of every stripe. Furthermore, it became a darling of Wall Street, a must in many blue-chip portfolios.

The decades of success are now just feeble memories for the office products company that changed its name to AM International, stumbled in a desperate effort to migrate from the mechanical to the electronic age, lost \$245 million last year and Wednesday announced that it was seeking protection under the bankruptcy laws while it worked out a reorganization plan with its creditors.

The collapse of AM International, a company only marginally profitable for most of the last decade and dubbed "Addressograph-Multigraph" by some followers on Wall Street, is a classic case of a thriving company's failure to cope with a new environment.

"It's been almost like a guy who contracts a fatal disease," said an analyst who has long followed the company. "I've just watched it shrivel up and die. It's very sad. There's a human tragedy here of just awesome dimensions. There have been families that built their life around this company and were so terribly misled. The general couldn't have done worse at the Charge of the Light Brigade."

Through the start of the 1960s, things went swimmingly. The company had a lock on the duplicating business. Things began to sour in the mid-1960s, when the company began to heat up with electronic addressing machines and copiers, catching the company's management napping.

"It was sloppily managed and managed off the back of an envelope," an analyst said. "They thought it should run on automatic pilot. They took their basic business for granted. Any time you take your basic business for granted, you get killed. I mean, technical sales were selling around this baby. The water was rising and nobody even saw it."

Management panicked. The company pumped out new products — automatic duplicators, copiers, electronic communications systems related to offset presses. They failed. For example, in 1966 AM had to take its deal-top Brunning 3000 off the market because it did not work.

In 1971, Charles Davis was rushed in from Honeywell to run the company, succeeding William Wilson, who was in his 70s. An analyst recalled: "Every single month, there was a new surprise. They hadn't costed out machines right or they mispriced goods or they didn't have a handle on inventory. It was a problem after problem after problem."

Xerox introduced its high-speed 9200 copier in 1974, and the popularity of such machines began to grow again. Much of that growth was at AM's expense.

In 1976, the company hitched its future to another star, Roy Ash. Fresh from the nation's capital, where he served as President Nixon's chief of the Office of Management and Budget, after having helped found Litton Industries, Mr. Ash took charge and even bought \$2.7 million of stock. He planned to rejuvenate the company by getting it into sophisticated products that would allow the company to shed its dinosaur image.

He was going to wrestle with the likes of Xerox and IBM. He moved the headquarters from Cleveland to Los Angeles, and he started to call AM "the Informationists." Heads flew. The average age of management dropped to 40 from 50. His job, as Mr. Ash once put it, was to "change a corporate culture."

By doing so, he was entering the fast-changing, most hotly competitive marketplace with a very creaky machine. The gamble was predicated on the assumption that the duplicator line — the company's cash cow — would not collapse before the new products got going. But the cash cow began to run dry.

One analyst said that Mr. Ash "went on an acquisition binge, straining the cash reserves of the company. And then the Addressograph division began to splutter and cough. Xerox began to bleed off profits with its 9200 series."

Mr. Ash, for his part, denies that he pushed anything to do with AM's demise and admits to no major mistakes. "We had a pretty successful company going up until February of 1981," he said Wednesday.

In February, 1981, AM's directors asked for Mr. Ash's resignation. They got it. To replace him, they recruited Richard Black, who

had revived an ailing auto parts company called Marmont.

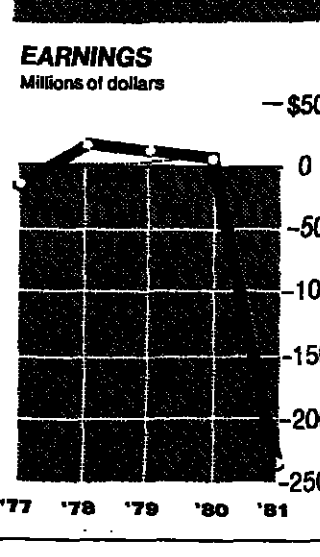
Mr. Black, after sifting through the company's affairs, accused the former management of being out of touch with reality and began to retrench. He moved the headquarters to Chicago, near the company's older operations, and sold off six of AM's units, mainly unprofitable technology-oriented businesses bought by Mr. Ash.

But the weight of its past continued to press down on AM. Late in February, Mr. Black quit. Earlier, he had filed a suit against former AM officers, including Mr. Ash, contending that they gave misleading information about the company.

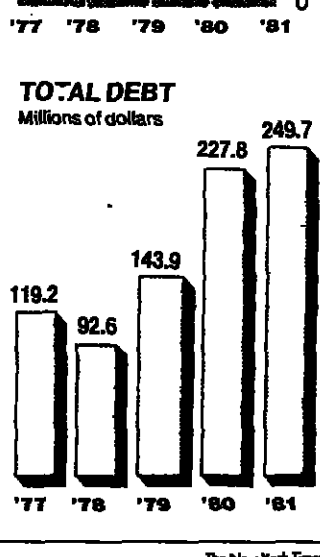
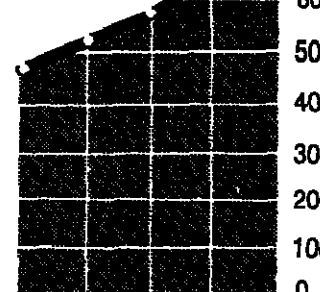
Mr. Ash, who is now managing his own investments, maintained that AM would be rolling merrily along had he remained in charge. "The management of AM since I left is completely responsible for the company's present condition. Any attempt to ascribe any of the problems to an earlier era is a complete obscuration."

He added that he was not surprised by the reorganization announcement. "It didn't surprise me after the very bizarre and even outrageous events of the last year," he said. "Nothing at AM should surprise you."

AM International's Deteriorating Finances



SALES



Bankers Set 30-Day Delay On Loan to Argentine Utility

By Carl Gewirtz

PARIS — The seven lead managers of the \$200-million loan for the Argentine electricity utility Segba met in New York Friday and unanimously agreed to put the operation "on ice" for 30 days, bankers said.

The original timetable had called for the loan, which was virtually completed, to be signed by

SYNDICATED LOANS

early May. The managers agreed to meet in 30 days to review the situation.

The EEC ban on Argentine imports will deprive Argentina of about 27 percent of its normal foreign-exchange earnings, and bankers are worried that if fighting develops Argentina could be forced to default on its foreign debt. Even if the dispute over the invasion of the Falkland Islands does not escalate into a shooting war, some bankers believe that the credit standing of Argentina will have to be re-evaluated.

Sources said at least one lead manager of the Segba loan is calling for terms to be revised upward. The proposed terms were a split margin of 1 1/4 percentage points over the London interbank rate for the first four years and 1 1/4 points over the prime rate for the last four years. Lenders using the prime rate as the base for calculation were to have been paid an eighth of a point less.

How much of an increase is actually being sought was not divulged. But some bankers not involved in the Segba deal argue that they see no reason why Argentina should not be paying as much as Brazil currently pays — 2 1/4 points over Libor.

Bankers said that the situation in Argentina is casting a pall over Latin America in general. The region represents the area of greatest exposure for banks, which at latest count have outstanding about \$168 billion in loans against deposits amounting to only \$53 billion.

Thus, relatively little new Latin business is coming to the market. Occidental Corp. of Peru is seeking \$250 million for seven years. This is a project loan, to be repaid from the cash flow generated from the production of oil. Interest will be set at 1 1/4 percentage points over Libor for the first four years and 1 1/4 points over Libor for the last three. Bankers opting to use a prime-rate base will be paying a quarter-point less.

Venezuela's state bank supervising savings and loan institutions, Banap, is raising \$250 million through the public sale of certificates of deposit. Interest will be set at a half-point over Libor, and lenders have the option of taking two- or three-year paper.

Officials from Ecuador visited London banks last week advising them that the government will be seeking up to \$1.2 billion in the Euro market this year for the public sector. The officials also scaled down the amount needed for the private sector. Several weeks ago, officials had indicated publicly that they would be seeking up to \$900 million to refinance private sector debts. But bankers last week were told that the amount would be a good deal smaller. Even so, bankers were muttering that Ecuador was grossly overestimating its borrowing potential.

In sharp contrast to the hesitation about Latin America, banks are falling over themselves in a rush to lend to Asia, widely perceived to be a major area of

economic growth and an area where banks have relatively modest exposure — loans of \$102 billion against deposits of \$82 billion.

Thailand was able to use these pluses to get the lowest terms ever on a 10-year, \$300-million loan for its petroleum agency PTT. It will pay 3/4 point over Libor for the first eight years and half a point over Libor thereafter. The terms were considerably more aggressive than what many bankers had been expecting — a maximum of six years for the low 3/4 point margin.

South Korea scored an optical coup on a \$500 million loan for the Korean Exchange bank. Interest is set at 3/4 point over Libor for the first two years and 1/2 point over

(Continued on Page 15, Col. 1)

Heavy Flow of New Issues Takes Toll on Bond Market

By Carl Gewirtz

PARIS — The Eurobond market began to run out of steam last week as a heavy flow of new issues, bearing very aggressive terms, failed to get needed support from the money market.

Short-term interest rates remained stubbornly high, diminishing the attraction of buying seven-year bonds yielding slightly more

EUROBONDS

than 14 percent when one-month money deposits were paying 15 7/16 percent on an annual basis. Analysts were uncertain how to interpret the rise in short-term rates from the 14 percent prevailing a month ago. Some suggest the Federal Reserve has actually tightened its policy, driving up rates.

Others believe the increase flowed from the anticipated bulge in the April money supply.

Whatever the answer, which remains a mystery, there was no escaping that the money supply did indeed bulge. Late Friday, the Fed reported in New York that the M-1 measure of the money supply soared \$7.1 billion in the week ended April 7 — the upper end of forecasts that had predicted the figure would be between \$3 billion and \$8 billion.

If you believe that money talks, the message from the U.S. markets was that the increase was not worrisome. Prices in the bond market remained rather stable and the dollar closed below the day's high against the major European currencies. Motivating this optimism was the 14 1/2 percent closing rate on federal funds, down a full point from Thursday, and a belief that this cost of overnight money, from which all other rates are scaled up, would continue to ease this week.

This expectation is based largely on the signs that the recession is deepening — a renewed fall in industrial production, another decline in retail sales and a drop in inventories — and that the administration and Congress may be near a settlement in their dispute over the budget deficit. An end of that conflict, resulting in a lower deficit would free the Fed to attack the recession by lowering interest rates.

The problem for the Eurobond market is that most of the recent dollar issues have been offered at terms that anticipated a significant decline in interest rates. Until that view is confirmed, the market is likely to suffer from an overhang of unsold paper.

Ready Money

The general explanation for the heavy calendar of new issues is the very large \$2.82 billion worth of money theoretically available for investment this month from interest and principal repayments paid on outstanding Eurobonds. According to the annual study made by Orion Royal Bank, the April volume of so-called fund flows are the largest for any month this year.

The worst performance of the week was turned in by American Express. Underwriters were complaining of being called on to take their full commitment, a sign that the issue was not really placed. The \$75 million of seven-year paper was sold at par bearing a coupon of 14 1/2 percent and ended the week yielding 14 1/2 percent at a price of 97 1/2 — a capital loss of 1 1/4 percent for anyone unlucky enough to have paid the full issue price.

A \$200-million issue for triple-A-rated Phillips Petroleum did as

(Continued on Page 15, Col. 1)

Bradshaw Strives to Compensate For RCA's Missed Opportunities

By Merrill Brown

NEW YORK — Thornton Bradshaw, who took over as chairman of RCA 10 months ago, says that more than anything else, the beleaguered company needs time.

The question is whether there is enough time for RCA, the company as responsible as any for the development of the U.S. broadcasting system, to catch up with an industry that may be passing it by.

The answer is likely to say a great deal about the future of the communications industry, as well as the future of RCA, a company with 117,000 employees, assets at the end of 1981 of close to \$8 billion and a laundry list of problems almost as tall as the Rockefeller Center tower, where the RCA initials are a fixture over this city.

"I found perhaps a lot more problems than I had initially thought," Mr. Bradshaw said, putting on a pipe, during an interview Friday. "But the important thing is that this is the time for a company like RCA. This is not an industry that is fading. This is not the hat industry. It is growing. All we've got to do is take advantage of it."

RCA late Thursday reported a 44 percent increase in first-quarter earnings, to \$60.5 million, or 57 cents a share, from \$42 million, or 33 cents a share, a year earlier. The earnings growth was aided by an extraordinary gain of \$29.1 million from the sale of several businesses.

Sales in the quarter were \$1.96 billion, a 1 percent advance from \$1.94 billion last year.

In recent years, a major cause of RCA's problems has been instability in its board room. Robert Sarnoff, son of RCA's founder, was removed as chairman in 1975 and was replaced by Anthony Conrad. Ten months later, Mr. Conrad left after it was revealed that he had not filed income taxes for five years.

Mr. Bradshaw's predecessor, Edgar H. Griffiths, followed, but was ousted by a bitter board of directors in January, 1981. At the time, Mr. Griffiths was criticized by company insiders for failing to establish corporate goals for RCA.

The previous year, Mr. Griffiths hired Maurice R. Valente as president of the company. Six months later, Mr. Valente was fired. "You only get one chance to make a mistake like that," Mr. Bradshaw said. Only a few weeks after Mr. Valente's departure, Jane Cahill Pfeiffer was forced out of her job as chairman of the NBC subsidiary.

Mr. Bradshaw, who signed a \$4.5 million, five-year contract, is planning on a dramatic rebuilding of RCA and a redirecting of the company's currently limited cash. The goal is turning RCA toward what Mr. Bradshaw, an erudite 64-year-old former president of Atlantic Richfield, views as the company's historic mission: electronics, communications and entertainment.

As a result, the company is redefining its corporate identity at a time of unprecedented redeployment of assets in every sector of the communications industry, changes altering businesses as diverse as radio, television, cable TV, satellites and film. And it must face much stiffer competition from Japan in consumer electronics, where it was a longtime leader.

While it lacks the power, clout and bottom-line stability that RCA's NBC television network — deep in third place in the network sweepstakes — historically brought the company.

Another Boom

"There was a misconception around here for quite a long time that electronics was a mature industry," Mr. Bradshaw said. "It was an easy misconception to fall into. Ten years ago it looked as though we had come to a plateau in consumer electronics. Today, it is just as obvious that we are facing an extraordinary explosion in communications, in the need for entertainment software and in the electronics that feeds the whole thing."

"Who's going to win?" Mr. Bradshaw asked rhetorically. "We don't know that. If I had the answer I'd sure keep it to myself. RCA's game plan is to be involved with as many of the delivery sys-

tems as it possibly can, to play as many numbers on the green table as we can."

For now, the two other major national television concerns — CBS and ABC — are hunkering along with RCA toward a new era. When RCA's joint cable programming venture with Rockefeller Center Inc., The Entertainment Channel, makes its debut later this year, all three giants will have stepped into the cable programming market with so-called "culture."

RCA's venture will be fueled by BBC programming, long the fare of public television, in an effort Mr. Bradshaw says is different from ABC and CBS satellite networks because it combines mass entertainment with a tinge of culture.

But the irony for RCA lies in the fact that it was an RCA satellite that provided the impetus for the current programming boom, supplying for Time Inc.'s Home Box Office the distribution mechanism to build, beginning in the mid 1970s, the ballooning pay television market. That is but one example of a litany of missed opportunities that clutter RCA's recent past. "I wish we had been there," Mr. Bradshaw observed. "But," he added, it would take a "long art-

(Continued on Page 15, Col. 5)

Japan Misses Target for Car Exports

Los Angeles Times Service

TOKYO — Somebody seems to have made a mistake in the first year of Japan's self-restraints on passenger car exports to the United States.

In response to U.S. pressure, the seven Japanese automakers exporting to America agreed to hold total shipments to 1,680,000 cars for the 12-month period ending March 31.

They missed — by one car. Statistics released by the auto industry Friday show that actual ship loadings came to only 1,679,999 cars.

Nissan, maker of the Datsun, it was reported, was the manufacturer that undershot its quota by one car.

"If the total had hit the limit right on the nose, somebody would accuse us of forming a cartel," Takashi Ishihara, Nissan president, told Japanese newsmen. Mr. Ishihara is also president of the Japan Automobile Manufacturers Association.

Despite the restrictions, imported cars increased their share of the slumping U.S. car market to 27.1 percent in calendar 1981 from 26.7 percent the previous year. And inflation meant the U.S. auto trade deficit with Japan grew in dollar terms, despite the reduction in shipments of cars. In the year ended Dec. 31, the value of Japanese car shipments to the United States rose 12 percent to \$11.28 billion.

The Ministry of International Trade and Industry has announced that Japanese automobile makers will again be required to hold passenger car exports to the United States for the 12 months that began April 1 to 1,680,000 units.

American General Set to Pay \$1 Billion in Stock for NLT

By Robert J. Cole

NEW YORK — American General of Houston has offered to pay \$1 billion in stock for the NLT Corp. of Nashville, an insurance company that owns Nashville's Grand Ole Opry.

The move, which is expected to be approved unanimously, has already touched off an investigation by the American Stock Exchange in NLT stock options, which were traded heavily in advance of the announcement.

American General, a giant insurance company that often buys substantial blocks of stock as a stepping stone to takeovers, already owns 9 percent of the Nashville company. NLT filed antitrust charges against American General last year when it said it might seek to buy 25 percent.

The takeover offer, which came Friday and was understood to have taken NLT by surprise despite American General's earlier statements, is expected to take considerable time — largely because most of NLT's operations are heavily regulated at both state and federal levels.

Because NLT is a major insurer, insurance commissioners in three states — Tennessee, Texas and Iowa — must give American Gen-

eral approval before it can buy more than 9.9 percent of NLT, a position deemed to be a change in control of the company.

Texas and Iowa are waiting to see what Tennessee decides — Tennessee has twice rejected American General's original plan to buy stock in the open market as not in the best interests of stockholders. Its present plan is thought to be designed to overcome those objections.

NLT also owns a thrift institution, the State Savings and Loan Association of Salt Lake City, now up for sale, but American General would need authorization from the Federal Home Loan Bank Board to proceed.

As owner of WSM radio stations in Nashville, NLT is also subject to Federal Communications Commission regulation, and consequently American General would need FCC permission to take it over.

In yet another major hurdle, NLT last fall sued American General on antitrust grounds. The case goes to trial in Nashville next September.

CURRENCY RATES

Interbank exchange rates for April 16, 1982, excluding bank service charges.

	\$	£	D.M.	F.F.	L.F.	G.M.	R.F.	S.F.	D.C.
Amsterdam	2.492	4.78	110.84	42.51	0.202	—	5.072	135.83	23.79
Banque (U)	45.84	80.55	18.89	7.80	3.40	—	17.84	23.72	5.78
Frankfurt	1.425	4.81	—	—	1.20	—	—	—	—
London (D)	1.700	—	—	11.925	24.835	—	4.725	80.95	34.03
Milan	1.2435	2.3435	54.30	211.35	—	—	49.67	29.10	67.94
New York	—	1.732	0.676	0.188	—	—	0.5725	0.6719	0.5718
Paris	4.715	11.05	—	—	—	—	—	—	—
Zurich	1.9812	3.074	81.455	31.79	0.1485	—	73.39	4.2001	—
1 ECU	0.9846	0.642	2.3945	4.283	131.47	—	2.6545	45.252	1.851
1 SDR	1.1052	0.6732	2.4878	4.7951	147.29	—	2.9411	50.849	2.1791

Dollar Values

	Currency	Per U.S.\$	\$ Equiv.	Currency	Per U.S.\$	\$ Equiv.	Currency	Per U.S.\$
1971	Australian \$	0.55	0.8499	Japanese shakki	280.03	0.4645	Sierra Leone \$	2.13
1971	Austrian schilling	13.565	0.0401	Israeli new sheqel	248.075	0.4078	S. African rand	0.9454
1971	Belgian fr.	17.655	0.0567	Italian lire	2036	0.0005	S. African rand	0.9454
1971	Canadian \$	0.71	0.4230	Argentine peso	238.0	0.0024	Spanish peseta	166.64
1971	Danish krone	12.263	0.1322	Marv. krona	4.726	0.1674	Swedish krona	4.76
1971	French franc	44.45	0.1787	Phil. peso	8.2424	0.0261	Taiwan \$	23.84
1971	West German mark	49.36	0.1038	Port. escudo	72.62	0.0054	Tanzania sh.	23.84

Source: Reuters. All rates are for 1 U.S. dollar. Amounts needed to buy one point: (*) Units 0.100, (x) Units 1.000.

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14 1/4% 1981/1986 LOAN OF F.F. 200,000,000

Pursuant to the terms and conditions of the above loan, notice is hereby given to bondholders that in the course of the first twelve months ending on April 16, 1982 no bonds were purchased on the market. Outstanding amount on April 16, 1982: F.F. 200,000,000. Luxembourg, April 19, 1982.

FISCAL AGENT
KREIDTFRANK
S.A. LUXEMBOURGEOISE

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(Continued from Page 6)

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Heavy Flow of New Eurobonds Takes Toll

(Continued from Page 13)

badly, losing 1 1/2 percent. Offered at par bearing a coupon of 14 percent, the seven-year notes ended the week at 97 1/2 to yield 14 1/2 percent.

Getty Oil, another triple-A issuer, benefited from being launched a week before these other issues and was able to increase the size of its offering to \$125 million from the planned \$100 million. Its seven-year paper, sold at par bearing a coupon of 14 percent, ended the week at 99 for a yield of 14 1/4 percent.

Southern California Edison, which cut the size of its 30-year domestic U.S. offering by \$75 million to \$125 million, issued \$75 million of seven-year Eurobonds at par bearing a coupon of 15 percent. The Eurobonds were increased from the \$50 million initially announced and ended the week quoted at 99 1/4 for a yield of 15.18 percent. Bankers estimated the company saved half a percentage point by borrowing here — a reflection of the strong international demand for high-grade U.S. paper. Southern California Edison's domestic secured paper is rated double-A.

Credit to Argentine Utility Delayed by Lead Managers

(Continued from Page 13)

for the final six years — the first 3/4 point element ever for South Korea. But bankers insisted that to focus on the low margin was to miss the point.

Only \$300 million of the loan is tied to Korea. The remaining \$200 million will be priced over the prime rate — the first time Korea has agreed to using the prime rate. And this, bankers said, will raise the cost of the loan. They reported that overall Korea will be paying "marginally more" for this loan than on the recently completed deal for Korean Export-Import Bank, which paid half a point over Libor for eight years.

Interest on the prime-based portion is set at 0.2 points over the prime for the first four years and 0.25 points over in the final four years. KEB has the option to use an alternate base — the rate on 90-day certificates of deposit (adjusted for reserve requirements) — if the prime rate is 1 1/4 percentage points or more greater than the adjusted CD rate. KEB will then pay 1 1/4 points over the CD rate. This is the case currently and, by way of comparison, KEB's interest payments would run around 16 1/4 percent on the prime portion and 15 1/2 percent on the Libor-based portion.

"The prime pricing is sufficiently attractive to overcome the natural aversion of lenders to the 3/4 percent pricing on Libor," one banker commented.

Bankers will be offered the prime-based loan on a pro rata basis to the amount of Libor-based portion. As a comparison, the terms on the just completed loan for Denmark set a margin of 0.15-0.25

making this unsecured issue the equivalent of a single-A.

By contrast, state guaranteed issues, despite the backing of a triple-A rated guarantor, were not able to command terms comparable to the Americans.

Export Finance, guaranteed by Norway, sold \$50 million of seven-year notes at par bearing a coupon of 14 1/2 percent. The notes, offered to institutional investors at a price of 99 for a yield of 14 1/4 percent, ended the week at 98 1/2.

Ontario Hydro, guaranteed by Ontario, sold \$150 million of seven-year paper bearing a coupon of 14 1/2 percent at a discount of 99 1/4 to yield 14.81. But the issue was quoted at week's end at 99.

Currently on offer is a \$40-million, seven-year issue for Kansas Gas & Electric, whose domestic first-mortgage bonds are rated triple-B, the lowest level that is still considered to signify investment grade. The issue is secured by a pledge to issue first mortgage bonds, effectively keeping the same rating for the Eurobonds. The notes bear a coupon of 15 1/4 percent and are priced at 99 1/4 to yield 16.38 percent.

In contrast to the 14 percent coupon paid by the triple-A U.S. issuers, the World Bank, also rated triple-A, sold \$100 million of seven-year paper at an anticipated 6 1/2 percent. It can do this because both interest and principal are payable in terms of Swiss francs. The exact amount of francs will be set Monday, when the coupon and issue price will also be fixed. The franc value will only be a nominal expression as the World Bank's payouts will be in dollars. But if the franc appreciates, investors will get more dollars than the stated dollar equivalent at Monday's fixing. If the franc depreciates and is worth fewer dollars, the World Bank guarantees to repay not less than the dollar value set Monday.

Unlimited Gains

This gives investors unlimited gains in the event of a Swiss franc revaluation and a guaranteed floor in the event of a depreciation. The World Bank itself estimates that the franc would have to appreciate 70 percent from its prevailing level before the benefits of the lower coupon would be eroded by foreign exchange costs.

Bankers estimated that a third of the issue has been sold outside Switzerland. It is being sold free of the traditional Swiss stamp tax and will trade in terms of Swiss francs. The Swiss National Bank has given no indication whether it will approve other such transactions. For the time being, it is studying the market response to the World Bank issue.

In the floating rate sector, Banque Nationale de Paris is offering \$250 million of seven-year notes. Interest will be set at 1/4 percent over the London interbank offered rate. Each \$10,000 note bears one warrant, good for one year, to buy a like amount of 14 1/2 percent fixed-rate paper due May, 1990, at par.

BNP, focusing on the \$450 million of outstanding warrants to buy fixed dollar paper from French borrowers and fearing another \$250 million might not find a ready audience, thought it needed to offer some sweetener and thus paid 1/4 point over Libor compared to the recent issue for the SNCF, which sold its six-year floater at Libor. BNP misjudged the market, however, and the notes were quoted on a when-issued basis of 100 1/4.

Egypt's state-owned Banque Misr is actually issuing floating-rate certificates of deposit and not floating-rate notes as reported a week ago. The two-year facility is extendable at the option of the holders for another two years, in which case the redemption price will be 100 1/4. Interest will be set at 3/4 point over Libor.

In the convertible market, Yamashita International is launching a small \$12.5 million issue for Asia Corp., one of Japan's largest sporting goods companies. This is the first Japanese convertible since January and is being marketed cautiously. The coupon of 7 percent is more realistic, bankers say, than the 5 1/4 percent offered on previous Japanese convertibles. In

addition, if investors are unhappy with the performance of the shares they can request redemption after three years at a premium 20 percent — a gain which would substantially increase the effective yield.

On the other hand, the managers believe that the downside risk on the currency is very limited. In addition, the Tokyo share price of \$19 yen looks reasonable compared to last year's high of 576 yen. The high so far this year has been 549 yen and the low 490 yen.

In yen, Denmark is offering 15 million yen of 10-year bonds bearing a coupon of 8 1/4 percent and priced at par.

The Deutsche mark sector of the bond market began its six-week calendar of 1.6 billion DM worth of new issues with a bang.

Canada, making its first publicly listed DM issue, sold 200 million DM of seven-year paper at par bearing a coupon of 8 1/4 percent — the lowest coupon seen in the past 18 months. At 98 1/4, less the underwriting commission and selling concession, the paper yields 8.85 percent. At 99 1/4, where Deutsche Bank, the sole manager, is holding the price, the paper yields 8.6 percent.

Also on offer are 100 million DM of seven-year bonds for Beneficial Overseas Finance bearing a coupon of 9 1/4 percent and a 100 million DM, 10-year issue for Renfe, the Spanish state railway, bearing a coupon of 10 percent.

The recent 10 1/2 percent issue for Telefonica, the Spanish telephone utility, is trading at 100 1/4 to yield 10.42 percent.

In the Canadian dollar sector, Hudson's Bay Co. is offering 40 million dollars of seven-year notes bearing an indicated coupon of 17 percent. Bankers report that high-coupon Canadian dollar issues appeal to investors in the Benelux countries, but the bankers said they themselves are unhappy with the illiquid state of this sector of the market.

Hudson's Bay, considered a weak single-A credit, is estimated to be saving about half a percentage point over prevailing domestic Canadian rates by borrowing here. In the guilders market, Amsterdam-Rotterdam Bank sold 150 million guilders of five-year notes at par bearing a coupon of 10 percent.

Eurobond Yields*

Week Ended April 14

Int'l inst. lg. term US\$	14.94 %
Int'l long term, US\$	15.03 %
Int'l medium term, US\$	15.98 %
Can-3 medium term	16.23 %
French fr. medium term	17.58 %
Int'l inst. lg. term yen	8.17 %
ECU medium term	13.67 %
EUA long term	12.20 %
Int'l inst. lg. term LF	10.76 %
FL long term	10.96 %

* Calculated by the Luxembourg Stock Exchange

Market Turnover

Week Ended April 16
(Millions of U.S. Dollars)

	Total	Dollar	Non-dollar
Cedel	4,269.9	3,429.0	840.9
Eurocel	5,967.6	5,473.8	493.8

RCA Strives To Capture Lost Chances

(Continued from Page 13)

What RCA has going for it as it struggles for rejuvenation is a strong satellite business, a toehold in the growing (though not as fast as RCA expected) videodisc business, a large staff of about 6,200 scientists and engineers, and an existing television network.

Heavily Leveraged

"Terrific," he exclaimed when asked how he would categorize NBC's potential. "We've got more potential than anybody else," he said with a laugh. The network has only to move into a position of evenly sharing the television market with ABC and CBS to raise its profitability by \$175 million, Mr. Bradshaw said.

Going against Mr. Bradshaw's grand design, however, are RCA's heavily leveraged financial portfolio, deep debts at a time of continuing high interest rates, NBC's cellar-dwelling status and a seemingly endless stream of bad news. "The company is overexpanded as it is overdiversified," he said.

He has formulated the long-term RCA plan with its emphasis on technology. As a result, he has put the company's Harco Corp. subsidiary on the block. RCA is "negotiating seriously with several buyers," including Firestone Tire & Rubber, for the sale. That move would rid the company of \$1.4 billion in debt and provide potentially as much as \$800 million in cash.

An effort to sell the profitable CIT Financial Corp. has been abandoned. "It would have to be sold for over a billion dollars, and that's a lot of money in today's market," he said.

RCA has sold Banquet Foods, which sells frozen chicken and other food products. Further, Mr. Bradshaw has been forced to order a sharp slash in the price of the RCA videodisc equipment, down from \$500 a unit to \$300 per player. On the other hand, the discs themselves "are going like gangbusters," he said. "Perhaps we learned a lesson that this is a software-driven business," he said.

Mr. Bradshaw is trimming fat at RCA, he said, noting a cut of 90 people from a staff of about 700 at the management level.

Will Mr. Bradshaw have time to carry out his program? "The situation is precarious only in that I suppose people will raise the question of whether we will have the time or whether somebody is going to come in and attempt some form of takeover," he said. "We don't want to be interrupted. Like President Reagan, we want the time, but like Reagan, we may not get it. I think we will."

"This full year will be considerably better than last. We've cleaned all the discrete messes we could get our hands on."

London Set for a Future in Gold

By Paul Iredale

Reuters

LONDON — Trading in the increasingly popular field of gold futures was to begin in London Monday — at a time when the metal's price has received a boost from a rise in international tensions.

London, the pre-eminent pricing center for the world gold trade through its twice-daily fixings by bullion houses, has been slow to move into futures in the metal.

Gold futures markets in New York and Chicago have been highly successful, and the new market in London will fill the time gap between these and trading centers in the Far East.

The market will give traders the chance to hedge against sharp price changes by buying contracts months ahead or to speculate on changes by buying and selling contracts.

The price of gold has risen by about \$50 an ounce since its two-year low of \$311.50 an ounce in mid-March, pulled up by the Falklands crisis and tension in the Middle East before Israel's scheduled withdrawal from Sinai this month.

Futures trading is normally more active when prices are rising, and dealers hope for early profits when the market opens in Plantation House, a commodity trading center in the financial heart of London.

But the success of the market will depend on interest in gold. Dealers said that despite the short-term improvement in the price recently, a lessening of tension in the Middle East and a solution to the Falklands problem could cause the price of gold to plummet.

They said it is unlikely that there will be any long-term improvement in the gold price until the world economy recovers and Western interest rates drop.

The London Gold Futures Market has 38 floor members, drawn from the major bullion houses and from the London Metal Exchange.

Trade will be in contracts of 100 ounces as in the U.S. gold futures markets, but deals will be made in sterling, a controversial decision that has been criticized both in London and internationally.

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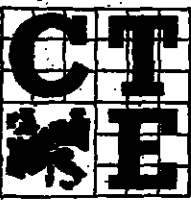
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February 22, 1982



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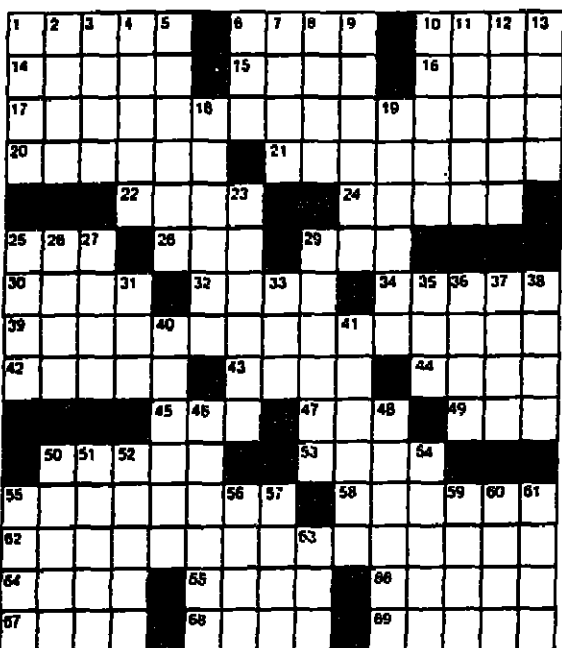
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CROSSWORD Edited by Eugene T. Maleska

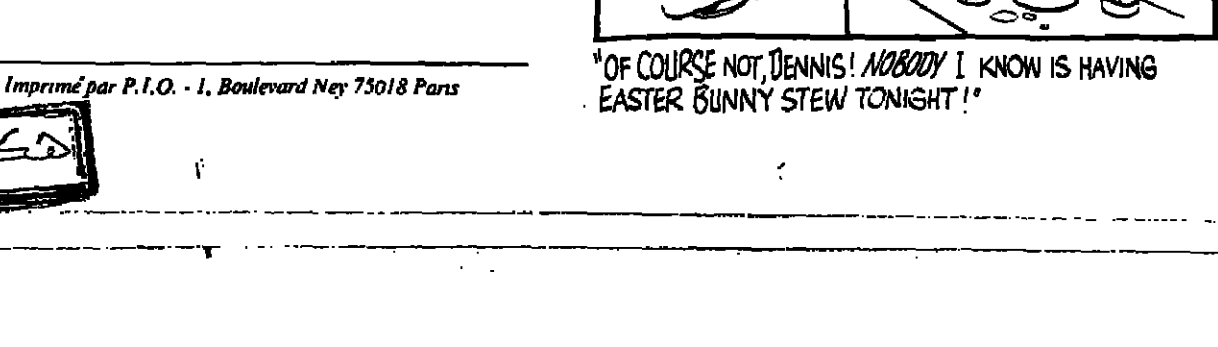
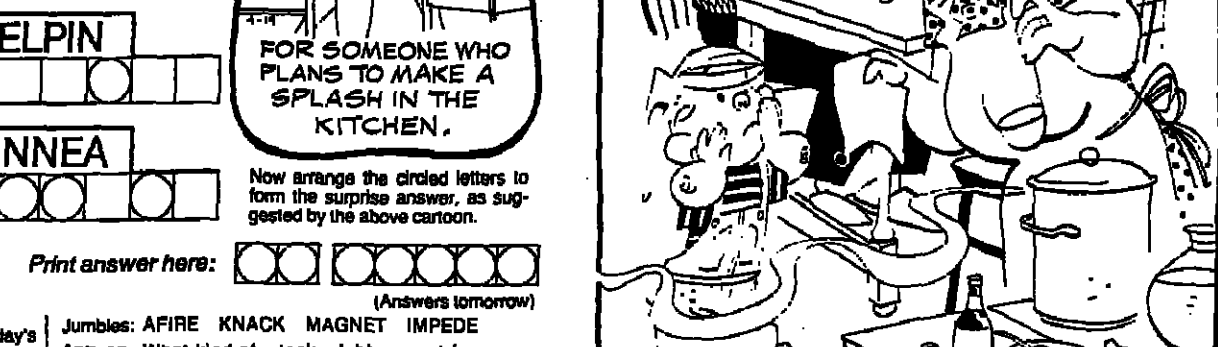
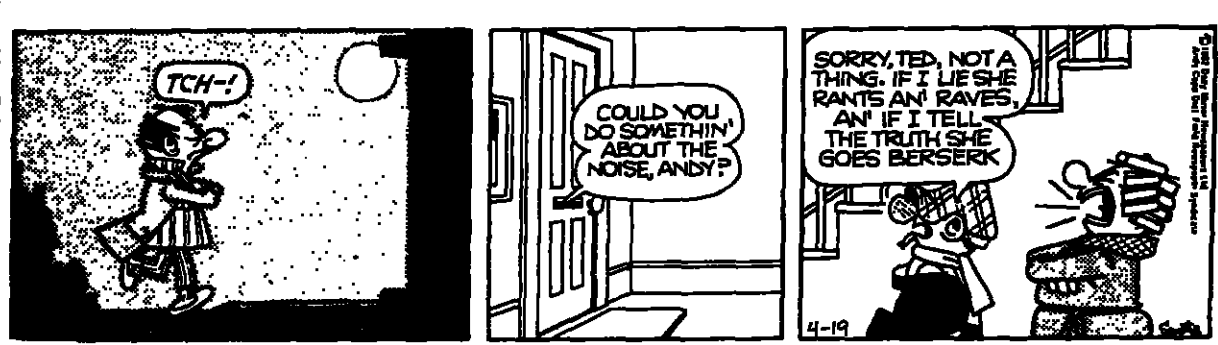


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21 Kind of stand
22 Produced
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25 Wool cluster
28 State exec.
29 Johnson or
30 E. Indies palm
32 Broad
34 Two under par
39 Endangered
42 Plow sole
43 Fuel
44 Supports
45 Scottish
47 Soften flax
49 Belfry dweller
50 Residue
53 Heroic tale
55 Suitable
- 38 Least ruddy
62 Endangered
64 "— La
65 "— creature
66 Moslem prince
67 British weapon
68 Apt rhyme for
69 Origins
- 19 Straightener
23 Make manifest
25 Seizes
26 And others:
27 S.A. rodent
29 Show caution
33 Coveted deg.
35 Arabian cloak
36 Plumed
37 Helen of Troy's
38 Formerly,
40 Simplest
41 Syrian city
46 Orientals, e.g.
48 Diadems
50 Toward the left
51 Froth
52 Province in
54 Region, to a
55 French friends
56 Mississippi
57 Grafted, in
58 Virginia's
60 Coaster
61 Sea dogs
63 Traipse

WEATHER

	HIGH	LOW		HIGH	LOW
ALABAMA	74	61	MAINE	50	40
ALASKA	50	40	MARYLAND	65	55
ARIZONA	74	54	MASSACHUSETTS	50	40
ARKANSAS	74	54	MICHIGAN	65	55
CALIFORNIA	74	54	MINNESOTA	50	40
CANADA	74	54	MISSISSIPPI	50	40
CONNECTICUT	50	40	MONTECARLO	65	55
DELAWARE	50	40	MONTREAL	50	40
FLORIDA	74	54	MOSCOW	50	40
GEORGIA	74	54	MUNICH	50	40
HAWAII	74	54	NAGASAKI	50	40
ILLINOIS	74	54	NEW DELHI	50	40
INDIANA	74	54	NEW YORK	50	40
IOWA	74	54	OSLO	50	40
KANSAS	74	54	PARIS	50	40
KENTUCKY	74	54	PRAGUE	50	40
LABrador	50	40	REYKJAVIK	50	40
LAOS	74	54	RIO DE JANEIRO	50	40
LATVIA	50	40	ROME	50	40
LITHUANIA	50	40	SALISBURY	50	40
LUXEMBOURG	50	40	SAPPAORO	50	40
MALAYSIA	74	54	SEOUL	50	40
MALTA	74	54	SHANGHAI	50	40
MARSHALL IS.	74	54	STOCKHOLM	50	40
MEXICO	74	54	SYDNEY	50	40
MONTENEGRO	50	40	TAIPEI	50	40
MOROCCO	74	54	TEL AVIV	50	40
NETHERLANDS	50	40	TOKYO	50	40
NEW ZEALAND	74	54	TURIN	50	40
NICARAGUA	74	54	VIENNA	50	40
NORWAY	50	40	WARSAW	50	40
OMAN	74	54	WASHINGTON	50	40
PANAMA	74	54	ZURICH	50	40
PARAGUAY	74	54			
PERU	74	54			
PHILIPPINES	74	54			
POLAND	50	40			
PORTUGAL	74	54			
ROMANIA	50	40			
RUSSIA	50	40			
SAUDI ARABIA	74	54			
SCOTLAND	50	40			
SENEGAL	74	54			
SERBIA	50	40			
SINGAPORE	74	54			
SLOVAKIA	50	40			
SLOVENIA	50	40			
SOUTH AFRICA	74	54			
SPAIN	74	54			
SWEDEN	50	40			
SWITZERLAND	50	40			
TAIWAN	74	54			
THAILAND	74	54			
TRINIDAD	74	54			
TURKEY	74	54			
UNITED STATES	74	54			
URUGUAY	74	54			
VENEZUELA	74	54			
YUGOSLAVIA	50	40			



BOOKS

FLIGHT OF THE FALCON

By Wilbur Smith. \$45 pp. \$15.95. Doubleday & Co., Garden City, New York 11530.

Reviewed by James Idema

THIS sprawling adventure novel is set in the time when Victoria's plunderers, seeking gold, ivory and other treasure, carried the Union Jack into the interior of the Dark Continent. En route they crossed paths with American and Arab slavers who were playing their trade along the coast. Rich in the lore of that period and place, and instructive on the mores and attitudes that prevailed, the English are, one of them proclaims, "the greatest and most civilized people in the world's history" and not to be compared with "these bloodthirsty savages." Nor is there much good to be said for the American opportunists who are hastening to make their fortunes before Abraham Lincoln can take office and spoil their iniquitous game. But it's hardly an antislavery treatise; it's villainous on the English side as well, and enough bloodiness to go around.

Rolling Entertainment

What it is is rollicking entertainment, and if you approach the book too critically you may find "Flight of the Falcon" will require a little adjustment before you get your sea legs. Let the first sentence be a tip-off: "Africa crouched low on the horizon, like a lion in ambush." A nice enough picture, but nicer had the editor deleted "low." Redundancies abound, but you get used to them, realizing that they supply rhythm and tone, if not necessarily meaning and precision, to the grandiloquent style of Wilbur Smith. And quite frequently, after weathering torrents of adjectives and adverbs, you will break out into redeeming passages that are poetic and precise. This, for example, describing an exotic phenomenon at the mouth of the Zambezi River:

Impossible to Dislike

If, accustomed to contemporary, extended-type heroes, you find yourself shaking your head over the derring-do of Mungo St. John, Zouga Ballantyne and the brash, blue-eyed Christian warrior Clinton Codrington, you probably will be cheering them on by the next page or so. And if partial to leaner literary fare, you occasionally chuck over the brawny prose that swells the story to more than 500 pages, relax and enjoy. You've entered the kingdom of popular fiction and are best advised to suspend disbelief at the gate.

"Flight of the Falcon" is Wilbur Smith's 15th novel. Most of the others are also set in Africa, where he has lived and worked all his life. He is currently a resident of Constantia, South Africa. An obvious master of the popular genre, he brings authority and historical accuracy to his scenes as he delivers a fast-moving and enjoyable book.

James Idema is a free-lance writer in Chicago. He wrote this review for The Washington Post.

BRIDGE

By Alan Truscott

THREE spades was a popular contract for North-South on the diagramed deal, and the declarers were generally unsuccessful. Very few realized that they could have brought home nine tricks.

A typical auction is shown, with West making two takeout doubles. East and West would fail by two tricks in three clubs, for a loss of 200 points, but it was natural for South to continue to three spades. One West player earned himself a top score by the cunning lead of the spade five, inducing South to finesse in diamonds and then spades for down two. But most West players led the club ace followed by the jack, which was allowed to win.

South ruffed the third round of clubs and led a heart to the queen. In the light of the bidding, which marked

NORTH			
♠	AKQJ	♥	AKQJ
♦	AKQJ	♣	AKQJ
SOUTH			
♠	AKQJ	♥	AKQJ
♦	AKQJ	♣	AKQJ

West led the club ace.

On the lead of the last trump, West is helpless and cannot make more than his two aces. If he lets go the diamond queen, a diamond lead from South will settle the issue. If he throws a heart, he will still have to give the declarer tricks in one suit or the other when a heart is led.

RADIO NEWSCASTS

BBC WORLD SERVICE

News of 0000, 0200, 0300, 0400, 0500, 0600, 0700, 0800, 0900, 1000, 1100, 1200, 1300, 1400, 1500, 1600, 1700, 1800, 1900, 2000, 2100, 2200, 2300, 2400	0000	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Western Europe	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170
Eastern Europe	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170
South America	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170	1170
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VOICE OF AMERICA

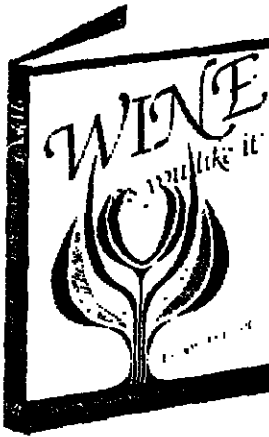
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RADIO CANADA INTERNATIONAL

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«How to buy wine without getting ripped off!»

One of the many frank and fascinating chapters in Jon Winroth's wine book published by the Herald Tribune



This highly informative book is worth having for this chapter alone! But there's much, much more. Tips, tales and revealing information on wine buying, wine tasting, wine vocabulary and wine snobbery. In fact, it's a wholly new revelation of the wine world. A book you'll read and refer to for years to come and one that will increase your enjoyment and expertise. A super gift idea as well.

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Unscramble these four Jumbles, one letter to each square, to form four ordinary words.

URFOL
RAALT
PELPIN
CINNEA

Now arrange the circled letters to form the surprise answer, as suggested by the above cartoon.

Print answer here: _____

(Answers tomorrow)

Saturday's Jumbles: AFIRE KNACK MAGNET IMPEDE
Answer: What kind of a look might you get from a sharp-sighted person?—A PIERCING ONE

DENNIS THE MENACE



"OF COURSE NOT, DENNIS! NOBODY I KNOW IS HAVING EASTER BUNNY STEW TONIGHT!"

هكزمن'الاحمل

Braves Nip Astros for 10th Straight, Matching the National League Mark

From Agency Dispatches
HOUSTON — Third baseman Bob Horner hit a two-run double in the first inning here Saturday to help the Atlanta Braves defeat the Astros, 2-1, and tie the National League record for consecutive victories at the start of a baseball season.

The triumph was the 10th straight for the Braves, who were seeking to break the National League mark (held by the 1955 Brooklyn Dodgers and 1962 Pittsburgh Pirates) and tie the major league record Sunday in the series finale.

The Oakland A's won a record 11 straight games at the start of last season.

Glenn Hubbard singled and Dale Murphy walked with one out in the Atlanta first, and both scored when Horner doubled into the left field corner off Joe Niekro (1-1).

After stranding nine runners in the first four innings, Houston finally scored in the fifth. Terry Pugh drew a base on balls from Bob Walk, the Braves starter, and came home on Phil Garner's hit-and-run double to left.

In St. Louis, Joaquin Andujar pitched a three-hitter and George Hendrick drove in a pair of runs to lead the Cardinals to a 6-0 victory over Philadelphia.

Mets 2, Expos 1
In New York, Mookie Wilson scored the first run and drove in the tie-breaker with an eighth-inning sacrifice fly as the Mets beat Montreal, 2-1.

Cubs 10, Pirates 2
In Pittsburgh, Larry Bowa drove in three runs, and Bill Buckner and Leon Durham batted in two each to pace an 18-hit, 10-2 Chicago rout of the Pirates.

Reds 8, Giants 2
In San Francisco, Bruce Bereny and Tom Hume combined on a four-hitter and Paul Householder hit his second homer of the season to enable Cincinnati to defeat the Giants, 8-2, and snap a six-game losing streak.

Padres 4, Dodgers 3
In San Diego, Terry Kennedy's two-run double in the first and Eric Show's four innings of shut-out relief carried the Padres to a 4-3 victory over Los Angeles.

Royals 12, Indians 10
In Cleveland, the Indians and Kansas City combined for 34 hits as the Royals prevailed, 12-10.

Tigers 5, Yankees 3
In Detroit, Enos Cabell drove in three runs with a homer and a double in the first two innings to lead the Tigers past New York, 5-3.

Tommy John (0-2) started for the Yankees and gave up Cabell's second home run in as many games.

Red Sox 5, Blue Jays 4
In Boston, Glenn Hoffman capped a five-run first with a towering three-run homer that enabled the Red Sox to beat Toronto, 5-4, and snap a four-game losing streak.

Carl Yastrzemski tripled in the fifth to become the seventh player in history to reach 5,200 total bases.

Rangers 5, Brewers 3
In Milwaukee, Lamar Johnson's two-run homer and the combined six-hit pitching of Frank Tanana (1-1) and Steve Comar lifted Texas over the Brewers, 5-3.

Angels 6, Twins 2
In Anaheim, Calif., Brian Downing hit a pair of home runs, and Rod Carew delivered a two-run single to power California past Minnesota, 6-2, before a cap-night crowd of 61,640, the largest baseball crowd in Anaheim Stadium history.

White Sox 10, Orioles 6
In Chicago, Jim Morrison hit a home run leading off the eighth to break a 6-6 tie and give Chicago a 10-6 victory over Baltimore and a sweep of their home-opening doubleheader.

In the first game, Greg Luzinski's two-run homer and the combined four-hit pitching of Brit Burns and Salome Barajas helped the White Sox to a 3-1 victory.

Chicago has won its first seven games while Baltimore has lost five straight.

A's 10, Mariners 3
In Seattle, Dwayne Murphy, Jim Spencer and Dave Lopes hit home runs in a 14-hit attack as Oakland beat the Mariners, 10-3.

Tom Fergus, who had missed 23 games with strained knee ligaments, made it 4-2 on a bawling 45-foot homer off the left shoulder of St. Louis' left shoul-

der at 5:36. Eight minutes later, Mullen sent Pederson away on a 1-on-1 against Andre Dupont; Pederson went to his backhand and beat Garrett from 20 feet. Pederson has 24 points in his last 12 games.

Bruce Crowder and Terry O'Reilly scored early in the third period, upping the count to 7-2, and Crowder tallied again with nine seconds to play after Marian Stastny and Michel Goulet had produced goals for the losers.

Quebec, which had won three of four games in Boston Garden during the regular season, took a 1-0 lead 29 seconds into the game on a rebound by Will Paiment. Keith Crowder and Middleton made it 2-1 Boston, but Mario Marois tied the game at 16:24 on a slapshot from the point.

Rookie goalie Mike Moffat, now 7-1 in post-season competition, continued his solid play for the Bruins, turning aside 27 shots.

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St. Louis took the lead for good at 1:58 of the second period when Jorgen Pettersson found Babych with a centering pass from behind the net and Babych tipped the puck past Esposito. Mullen got the insurance goal with 4:03 left in the game.

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Bruins Widen Lead; Other Series Tied

From Agency Dispatches
BOSTON — Barry Pederson scored twice in a three-goal second period and Rick Middleton added a goal and three assists to power the Boston Bruins to an 8-4 rout of the Quebec Nordiques and a 2-0 lead in their best-of-seven Stanley Cup quarterfinal playoff series here Friday night.

The three other quarterfinals, meanwhile, stood tied at a game apiece, as the New York Islanders blew past the New York Rangers, 7-2, the St. Louis Blues downed the Chicago Black Hawks, 3-1, and the Los Angeles Kings nipped the Vancouver Canucks in overtime, 3-2. Third games in all four series were scheduled for Sunday night.

The first period here ended at 2-0, all but beginning with Pederson's goal at 0:37 of the second, Boston took control. Middleton, who also set up Pederson's second goal, fed the rookie center in the slot and his quick shot beat goalie John Garrett, who started for a fatigued Dan Bouchard.

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der at 5:36. Eight minutes later, Mullen sent Pederson away on a 1-on-1 against Andre Dupont; Pederson went to his backhand and beat Garrett from 20 feet. Pederson has 24 points in his last 12 games.

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Bob Horner

bleader. In the first game, Greg Luzinski's two-run homer and the combined four-hit pitching of Brit Burns and Salome Barajas helped the White Sox to a 3-1 victory.

Chicago has won its first seven games while Baltimore has lost five straight.

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Fast Starts: Wire-to-Wire or Only April Cruel?

By Thomas Boswell
Washington Post Staff Writer

WASHINGTON — Outside the Atlanta Braves' offices is a new electronic message board. On Friday, the first message went up: "How do you like us so far?"

The chesty question still applied Saturday.

Inside the home of the Braves, there's jubilation over Atlanta's 10-0 start, this baseball season.

Owner Tom Turner, the self-proclaimed Mouth of the South, predicted a National League West pennant before the year began, even though his club had been in the second division for eight straight years. Now, word has it, he's threatening to have ring measurements taken for the whole organization.

Since only one team in this century has begun its season with a streak longer than the Braves', the ancient baseball poster is appropriate. How important is April? Traditionally, there's been no answer.

For instance, look at the disparate results achieved by the four modern teams that started seasons as hot as Atlanta has. The '62 Pittsburgh Pirates and '66 Cleveland Indians both won 10 in a row yet finished their seasons poorly, in fourth and fifth places respectively. Cleveland barely managing a .511 mark. But the '55 Brooklyn Dodgers won 10 off the bat and became world champions.

Semanticist
Just last season, Oakland set an all-time record by opening with 11 victories. Yet the 18-3 April mark was the high point of its season. The A's were just 46-42 thereafter, and then were swept in the playoffs by the Yankees.

Some managers, such as Baltimore's Earl Weaver, whose Orioles have a horrible recent history in April, try to evade the whole business by quibbling over semantics. "What constitutes a start? Is it a week? A month?"

Now, however, a hint of an answer appears after some drab research in the archives. If the history of four-division play, inaugurated in 1969, is an accurate indicator, a major league team's play in April is far more important than generally has been thought.

The lesson of the past 13 seasons seems to be: Beauty's only skin deep, but ugly goes right to the bone. While a fast, pretty start is a considerable help, an ugly April is almost always an insurmountable burden. Win 'em all if you can, in other words, but for heaven's sake don't lose 'em all.

Several telling statistics emerge from studying the history of April play since 1969.

• Any team that finishes April in last, or even next-to-last, place has less than a five percent chance of winning its divisional flag and perhaps only about a one percent chance of winning the World Series.

Of the 104 teams since 1969 that were last or next-to-last in their divisions on May 1, only the '79 Pirates (who were dead last) won the World Series. Only one other such club has even reached the Series — the '75 Boston Red Sox. In all, only three other April laggards have won their divisions, the '73 A's, '74 Pirates and '77 Phillies.

A preponderance of the worst April clubs really are the game's bad teams. Of those 104 teams, 77 finished fourth or lower.

All this means that, if they don't get in gear in the next two weeks and get off the standings' bottom two rungs, such perennial contenders such as Cincinnati, Philadelphia, Houston and Baltimore have a lot of precedent against them. It also may indicate that the Red Sox, currently in last place, may have been merely a fluke in '81.

• As a corollary, teams that win their divisions almost invariably are in no worse than third place at the end of April.

Of the 52 divisional winners, 23 ended April in the lead, 13 were second and eight were third. Forty-four of the 52 started May securely in the top half of their divisions; only five were in fifth or sixth.

That's why clubs such as Kansas City and Montreal are well-positioned now, even though they aren't ahead.

